

**A REGULAR MEETING  
OF THE TOWN OF LADYSMITH COUNCIL  
AGENDA  
5:00 P.M.**

Tuesday, July 21, 2020

This meeting will be held electronically as per Ministerial Order No. M192

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**Pages**

**1. CALL TO ORDER**

Call to Order 5:00 p.m. in Open Session, in order to retire immediately into Closed Session.

*Members of the public are welcome to attend all Open Meetings of Council, but may not attend Closed Meetings.*

**2. CLOSED SESSION**

Recommendation

That, in accordance with section 90(1) of the *Community Charter*, Council retire into closed session in order to consider items related to the following:

- Personal information about an identifiable individual - Section 90(1)(a)
- Security of the property of the municipality - Section 90(1)(d)
- Advice that is subject to solicitor-client privilege - Section 90(1)(i)
- Negotiations - Section 90(2)(b)

**3. OPEN MEETING (7:00 P.M.)**

Please go to

<https://www.youtube.com/channel/UCH3qHAExLiW8YrSuJk5R3uA/featured> to view this meeting.

**4. AGENDA APPROVAL**

Recommendation

That Council approve the agenda for this Regular Meeting of Council for July 21, 2020.

**5. RISE AND REPORT- Items from Closed Session**

## **6. MINUTES**

### **6.1 Minutes of the Special Meeting of Council held July 7, 2020**

6

#### Recommendation

That Council approve the minutes of the Special Meeting of Council held July 7, 2020.

## **7. DELEGATIONS**

### **7.1 Cowichan Valley Regional District Child Care Needs Assessment**

12

## **8. DEVELOPMENT APPLICATIONS**

### **8.1 Development Variance Permit - 11-245 Oyster Cove Road**

323

#### Recommendation

That Council:

1. Issue Development Variance Permit 3090-20-05 to vary the front parcel line setback requirement from 6.0m to 0.71m for a garage attached to the dwelling at 11-245 Oyster Cove Road; and
2. Authorize the Mayor and Corporate Officer to sign Development Variance Permit 3090-20-05.

## **9. BYLAWS- OFFICIAL COMMUNITY PLANNING AND ZONING**

## **10. COMMITTEE MINUTES**

### **10.1 Committee of the Whole Recommendations to Council**

334

#### Recommendation

That Council defer the 2020 Annual Tax Sale until 2021 and that staff be directed to prepare a bylaw accordingly.

#### Recommendation

That Council:

1. Repeal Park Bench Donations Guidelines Policy 12-5810-A, and replace with a new policy to include the dedication of trees, benches and other amenities; and
2. Direct staff to prepare an amendment to the "Town of Ladysmith Fees and Charges Bylaw 2008, No. 1644" to:
  - (a) increase the Memorial Park Bench Fee to \$3,950.00; and

(b) add a "Program Renewal Fee" of \$1,050.00.

## 11. REPORTS

### 11.1 DL2016 Holdings Corporation Annual General Meeting

348

#### Recommendation

That Council, as the sole shareholder of the DL2016 Holdings Corporation entitled to vote at an annual general meeting, resolve that:

1. The financial statements of the Corporation for the period ended December 31, 2018 and December 31, 2019 are hereby approved;
2. All lawful acts, contracts, proceedings, appointments and payments of money by the directors of the Corporation since the last annual reference date of the Corporation, and which have previously been disclosed to the shareholders, are hereby adopted, ratified and confirmed;
3. The number of directors of the Corporation is hereby fixed at five;
4. The following persons, each of whom has consented to act as a director, are hereby elected as directors of the Corporation, to hold office until the next annual general meeting of the Corporation (or unanimous resolutions consented to in lieu of holding an annual general meeting) or until their successors are appointed:
  1. Jake Belobaba
  2. Bruce Laxdal
  3. Jan Christenson
  4. Alan Newell
  5. Richard Wiefelspuet
5. Grant Thornton LLP, Certified Public Accountants are hereby appointed auditors for the Corporation until the next annual reference date of the Corporation or until a successor is appointed, at a remuneration to be fixed by the directors; and
6. July 31, 2020 is selected as the annual reference date for the Corporation for its current annual reference period.

These resolutions shall be deemed to be effective as at July 31, 2020.

### 11.2 2020 Virtual UBCM Convention

412

#### Recommendation

That Council waive Town of Ladysmith Council Remuneration Policy 5-

1920-A and authorize all members of Council to attend the 2020 Union of BC Municipalities Convention to be held electronically from September 21-25, 2020.

**11.3 Ladysmith and District Historical Society – Request for Loan Agreement with City of Port Alberni for Plymouth 107 Gasoline Shunting Engine 424**

Recommendation

That Council advise the Ladysmith & District Historical Society that it appreciates their continued efforts for the return of the Plymouth 107 gasoline shunting engine to Ladysmith, and recommends that the Ladysmith & District Historical Society negotiate the loan agreement directly with the City of Port Alberni.

**11.4 Brown Drive Park Family Friendly Bike Trail 436**

Recommendation

That Council direct staff to:

1. Begin Phase 1 of establishing a family friendly bike trail in the forested area behind Brown Drive Park as outlined in the staff report; and
2. Develop a maintenance partnership agreement with the Cowichan Trail Stewardship Society – Ladysmith Chapter for the family friendly bike trail located in the forested area behind Brown Drive Park.

**11.5 Public Art Task Group Terms of Reference 452**

Recommendation

That Council:

1. Approve the Public Art Task Group Terms of Reference; and
2. Appoint one Council representative and their alternate to the Public Art Task Group.

**11.6 Ladysmith Downtown Business Association And Chamber Of Commerce Grant In Aid Application Received July 16, 2020 464**

Recommendation

That Council determine if it wishes to provide a \$6,000 Grant in Aid to the Ladysmith Downtown Business Association and the Ladysmith Chamber of Commerce to host a “Hot August Nights” economic stimulus event.

**12. BYLAWS**



12.1	<b>Streets and Traffic Bylaw 1998, No. 1309, Amendment Bylaw #8, 2020, No. 2042</b>	477
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The purpose of Bylaw 2042 is to clarify regulations for sidewalk patios and "parklets".

Recommendation

That Council adopt "Streets and Traffic Bylaw 1998, No. 1309, Amendment Bylaw #8, 2020, No. 2042".

**13. NEW BUSINESS**

**14. UNFINISHED BUSINESS**

**15. CORRESPONDENCE**

15.1	<b>Cathy Gilroy: Tree, Bench and Amenity Dedication Policy</b>	478
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15.2	<b>Muriel Carlson: Tree, Bench and Amenity Dedication Policy</b>	479
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**16. QUESTION PERIOD**

Residents can submit questions to Council via email at [info@ladysmith.ca](mailto:info@ladysmith.ca) during the meeting.

- Persons wishing to address Council must be Town of Ladysmith residents, non-resident property owners, or operators of a business.
- Individuals must include their name and address for identification purposes.
- Questions put forth must be on topics which are not normally dealt with by Town staff as a matter of routine.
- Questions must be brief and to the point.
- No commitments shall be made by the Chair in replying to a question. Matters which may require action of the Council shall be referred to a future meeting of the Council

**17. ADJOURNMENT**



## MINUTES OF A SPECIAL MEETING OF COUNCIL

Tuesday, July 7, 2020

7:00 P.M.

This meeting was held electronically as per Ministerial Order No. M192

### Council Members Present:

Mayor Aaron Stone  
Councillor Duck Paterson  
Councillor Amanda Jacobson  
Councillor Rob Johnson

Councillor Tricia McKay  
Councillor Marsh Stevens  
Councillor Jeff Virtanen

### Staff Present:

Erin Anderson  
Chris Barfoot  
Jake Belobaba  
Ryan Bouma  
Christina Hovey

Donna Smith  
Julie Thompson  
Mike Gregory  
Sue Bouma

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## 1. CALL TO ORDER

Mayor Stone called this Special Meeting of Council to order at 7:00 p.m., recognizing that it was taking place across Stz'uminus Nation lands and in various locations throughout Coast Salish territory.

Mayor Stone congratulated Councillor Jacobson on the arrival of her baby girl and expressed appreciation that she was able to attend the meeting.

Mayor Stone also expressed appreciation regarding the receipt of a \$3.3 million grant for the Arts and Heritage Hub - the "public heart" of the Waterfront Area Plan.

## 2. AGENDA APPROVAL

### CS 2020-198

That Council approve the agenda for this Special Meeting of Council for July 7, 2020.

*Motion Carried*

### **3. MINUTES**

#### **3.1 Minutes of the Special Meeting of Council held June 16, 2020**

##### **CS 2020-199**

That Council approve the minutes of the Special Meeting of Council held June 16, 2020.

*Motion Carried*

#### **3.2 Minutes of the Special Meeting of Council held June 23, 2020**

##### **CS 2020-200**

That Council approve the minutes of the Special Meeting of Council held June 23, 2020.

*Motion Carried*

### **4. DEVELOPMENT APPLICATIONS**

#### **4.1 OCP and Zoning Amendment Application – 1130 Rocky Creek Road**

##### **CS 2020-201**

That Council direct that application 3360-20-02 (1130 Rocky Creek Road) proceed for further consideration, and,

a. Having considered s. 475 of the Local Government Act (consultation during OCP development) direct staff to refer application 3360-20-02 to:

- Stz'uminus First Nation
- School District 68 (Nanaimo Ladysmith)
- The Community Planning Advisory Committee
- The BC Ministry of Transportation and Infrastructure, BC Transit, and BC Hydro;
- The Ladysmith Chamber of Commerce, and the Ladysmith Downtown Business Association; and

b. Direct staff to work with the applicant regarding a potential sale of surplus road right-of-way along Rocky Creek Road and Ludlow Road adjacent to 1130 Rocky Creek Road.

*Motion Carried*

### **CS 2020-202**

That Council direct staff to discuss the following list with the applicant prior to further consideration of application 3360-20-02:

- clarity regarding the roundabout and provisions within the development to ensure that it can be accommodated
- the possible provision of electric vehicle chargers, particularly fast chargers (not level two)
- a request for clarity regarding signage design prior to the application proceeding
- ensurance that the trees and buildings in the development have power to accommodate the Town's annual Light Up and other events
- a review of the existing covenant regarding the 49th Parallel sign
- provision for future hydrogen filling if a gas station is included in the plan
- plans to tie in Ladysmith's heritage by installing an artifact
- the possibility of a public art installation in keeping with the Town's Public Art Strategy
- the possibility of installing a lit community reader board
- the Town's request for a simultaneous submission of the Zoning Amendment application with the Development Permit to ensure control of form and character
- the Town's request for more than average tree coverage and landscaping standards
- the Town's request to incorporate design elements that are of "Gateway to Community" calibre
- the possible provision of a transit stop within the development or on the road in front of the development

*Motion Carried*

OPPOSED: Councillor Stevens

## **4.2 Development Variance Permit – 1010 2nd Avenue**

### **CS 2020-203**

That Council:

1. Issue Development Variance Permit 3090-20-02 to vary the southeast side parcel line setback requirement from 1.5m to 0.52m for a storage room attached to the dwelling at 1010 2nd Avenue; and
2. Authorize the Mayor and Corporate Officer to sign Development Variance Permit 3090-20-02.

*Motion Carried*

## **5. BYLAWS- OFFICIAL COMMUNITY PLANNING AND ZONING**

### **5.1 Zoning Bylaw Amendment Application – 1148 Rocky Creek Road**

#### **CS 2020-204**

That Council:

1. Proceed with third reading of Town of Ladysmith Zoning Bylaw 2014, No.1860, Amendment Bylaw (No. 31) 2020, No. 2040; and
2. Direct staff to refer Town of Ladysmith Zoning Bylaw 2014, No.1860, Amendment Bylaw (No. 31) 2020, No. 2040 to the Ministry of Transportation and Infrastructure pursuant to section 52 of the Transportation Act.

*Motion Carried*

## **6. REPORTS**

### **6.1 COVID-19 Ministerial Order M192 – Open Meetings and Electronic Hearings**

#### **CS 2020-205**

That, pursuant to Ministerial Order No. M192, the attendance of the public at Town of Ladysmith Council and Committee meetings cannot be accommodated in accordance with the applicable requirements or recommendations under the *Public Health Act*, because the Council Chamber does not allow for appropriate physical distancing between Council, staff and the public in attendance; and there are no other Town facilities presently available that will allow physical attendance of the public without compromising the options of attending the meeting electronically via Zoom and viewing the meeting via livestream on YouTube; and

That the Town of Ladysmith is ensuring openness, transparency, accessibility and accountability for meetings by:

1. allowing the public to hear and see the proceedings by electronic means;
2. allowing the public to submit input on agenda items by email;
3. providing notice of the meeting;
4. making the meeting agenda, as well as all other relevant documents, available on the Town website;
5. providing email notification of publication of agendas to subscribers;
6. archiving meeting video for future viewing by members of the public; and
7. continuing to investigate options to facilitate public participation.

Therefore, be it resolved that Council and Committee meetings be held electronically and in the absence of the public in accordance with Ministerial Order M192, for the duration of the Provincial Health Officer's Order on Mass Gathering Events and the Provincial State of Emergency made March 18, 2020 and any extension of that declaration in effect.

*Motion Carried*

## **6.2 2020 Utility Due Dates**

Council discussed the extension of 2020 utility bill due dates. There is no change to the current due dates.

## **6.3 Economic Recovery - COVID 19**

### **CS 2020-206**

That Council give first three readings to "Streets and Traffic Bylaw 1998, No. 1309, Amendment Bylaw #8, 2020, No. 2042" to clarify regulations for sidewalk patios and "parklets".

*Motion Carried*

## **6.4 Sealegs Kayaking – Request for Rent Relief**

### **CS 2020-207**

That Council direct staff to investigate waiving section 13 of the Lease and Access Agreement with Sealegs Kayak Rentals and Marine Adventures for 2020 if that section is not part of the provisions for day camps.

*Motion Carried*

### **CS 2020-208**

That Council deny the request from Sealegs Kayak Rentals and Marine Adventures for a reduction in rent for the period of March to August, 2020.

*Motion Carried*

## **7. NEW BUSINESS**

### **7.1 Ladysmith and District Historical Society Annual Report**

Council thanked the Ladysmith and District Historical Society for their hard work in promoting heritage and tourism in Ladysmith.

**8. QUESTION PERIOD**

A member of the public enquired whether staff had received time off with pay in 2020, and if so, what was the reasoning, how many had received it, and what were the costs to tax payers.

**9. ADJOURNMENT**

**CS 2020-209**

That this Special meeting of Council adjourn at 8:41 p.m.

*Motion Carried*

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Mayor (A. Stone)

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Corporate Officer (D. Smith)





# Cowichan Region Child Care Plan

Final Report  
June 2020

Prepared for: Cowichan Valley Regional District  
Prepared by: R.A. Malatest & Associates Ltd.







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## ACKNOWLEDGEMENTS

This report would not have been possible without the input, support, and guidance of many individuals and organizations. Thank you to all parents, caregivers, child care providers, and members of the general public who took the time to complete one of the surveys. Thank you to all stakeholder groups for their involvement, including:

- Chamber of Commerce
- Cowichan Early Years Table
- Cowichan Lake Community Services
- Cowichan Tribes
- Cowichan Valley Métis Association
- First Nations Health Authority
- Growing Together Child Care
- Healthy Beginnings Duncan
- Ladysmith Early Years Table
- Parkside Academy Childcare Society
- Regional Child Care Resource and Referral
- School Districts 68 and 79
- Sundrops Centre for Child Development
- The Early Years Child Care Task Force
- Tsz'unimus Child Care
- Vancouver Island Health Authority
- Vancouver Island University

It has been a pleasure to work with the following members of the Project Authority Group:

Cowichan Valley Regional District (CVRD)	
<b>John Elzinga</b>	General Manager, Community Services
<b>Kim Liddle</b>	Manager, South Cowichan Recreation
<b>Terri Askham</b>	Manager, Cowichan Community Centre
<b>Linda Blatchford</b>	Manager, Cowichan Lake Recreation
<b>Kris Schumacher</b>	Manager, Communications and Engagement
Town of Ladysmith	
<b>Sue Glenn</b>	Supervisor, Community Services and Programs
Municipality of North Cowichan	
<b>Mairi Bosomworth</b>	Community Planner
City of Duncan	
<b>Paige MacWilliam</b>	Director of Corporate Services
Town of Lake Cowichan	
<b>Joseph Fernandez</b>	Chief Administrative Officer
School District 79	
<b>Sheryl Koers</b>	Associate Superintendent
<b>Brenda Lee</b>	Coordinator of Early Learning
Our Cowichan Communities Health Network	
<b>Cindy Lise</b>	Regional Facilitator



## EXECUTIVE SUMMARY

### BACKGROUND

R.A. Malatest & Associates Ltd. (Malatest) undertook research and consultation on behalf of the Cowichan Valley Regional District (CVRD) to develop a child care plan for the region, for the next ten years. Lines of evidence included surveys with parents, caregivers, the general public, and child care service providers in the CVRD; key informant interviews with child care service providers, local government representatives, and other key stakeholders in the region; a focus group with recent Early Childhood Education (ECE) graduates; and secondary data review of local government documentation, community profiles and projections from Statistics Canada and BC Stats, and inventory on child care spaces from the Union of B.C. Municipalities (UBCM). The purpose of this report is to summarize the findings of this research and the recommended direction for future child care in the CVRD.

### KEY FINDINGS

#### Current State of Child Care in the Cowichan Region

- For every five children aged 0-12 years old in the Cowichan region, there is approximately one child care space available (a 22% coverage rate).
- Coverage rates are insufficient for infants and toddlers (aged 0-2 years) in most areas of the Cowichan region. The region overall qualifies as a *child care desert* with a coverage rate of less than 33% for infants and toddlers.
- Cost and availability of spaces are major barriers for families in the region, with approximately one-half of all families reporting that these factors are barriers to them receiving their preferred choice of child care.
- Based on survey findings and secondary data review, it is anticipated that one in five families in the Cowichan region have an unmet need for child care.
- While the majority of parents and caregivers are happy with their *personal* child care arrangements, only minorities of parents and caregivers, and the general public, believe that child care options are inclusive of children with extra support needs, or representative of the diversity of the communities they serve.

#### Anticipated Future Child Care Needs

- The population of children in the Cowichan region is expected to decline by approximately 8%, or 850 children, by 2030. The largest declines will be seen in the 3-5 years and 6-12 years age groups.
- Despite this decline in population, aggressive increases in coverage rates are needed to respond to existing demand, and to anticipate a future surge in demand as a result of provincial government strides towards universal child care coverage in B.C.

#### Child Care Providers' Needs

- Recruiting and retaining qualified staff is the biggest challenge for child care providers, due to a shortage of qualified ECEs in the region. This shortage results in difficulty both in finding qualified staff, and also paying them a wage high enough to be competitive with other providers in the region.



- Low wages in the profession, generally, were noted as a deterrent for young people considering early childhood education as a career. Typical wages in the profession were noted as being insufficient to make the work “worth it” for many young people, both in terms of the education needed before entering the workforce, and the strenuousness of the daily work.
- Despite the work being acknowledged as “intense” and low-wage, many recent ECE graduates noted the more intangible or emotional benefits of the work.

## RECOMMENDATIONS

Based on the findings from this project, Malatest has proposed a series of recommendations to increase the supply of child care spaces in the Cowichan region, as well as improve the quality of child care available. Specific local and provincial government actions that could support each of these recommendations are provided at the end of the report; general recommendation areas are listed here.

### Increasing Coverage Rates

#### **Increase the number of child care spaces as per the recommended space creation targets.**

This report has provided a detailed breakdown of recommended space creation targets, by age group and by care type (see Tables 9 and 11). Malatest recommends making efforts to meet these targets within the time frame specified, with regular review and assessment of capacity to ensure these targets remain relevant.

#### **Emphasize increasing infant/toddler spaces.**

Space creation targets place a strong emphasis on infant/toddler spaces; this reflects both the comparatively low current coverage rate for this age group, as well as demand voiced by stakeholders who participated in this research. Malatest recommends that efforts to expand child care coverage in the region should ensure that creation of infant/toddler spaces are prioritized.

### Creating New Child Care Sites

#### **Support creation of new child care programs and sites.**

The space creation targets recommended by Malatest will necessitate the creation of new child care programs and, likely, opening of new child care centres and facilities in the region. This will require considerable capital investment that could be aided by support from both municipal and provincial governments.

### Accessibility

#### **Consider public accessibility of potential new child care sites.**

Accessibility and location of child care sites was noted by a number of stakeholders in this research; many noted that there are a number of child care facilities that are not accessible by public transit. This results in the child care programs under-serving the community, particularly lower income families who may not have access to a personal vehicle. Accessibility and location of child care sites should be considered when examining potential child care sites.

### **Consider need for, and incentivize, child care with extended and non-traditional hours.**

Shift work poses a unique challenge to finding child care options. Very few child care sites in the Cowichan region offer extended hours such as early morning, late evening, or overnight care. Yet, for families where one or both parents are employed in shift work, there is a need to find child care options that can provide reliable care during these hours.

### **Affordability**

### **Attend to affordability as a key aspect of the expansion of child care in the Cowichan region.**

Affordability of child care was noted as a major barrier to child care, and to child care of choice, among parents and caregivers in this research. Further, child care space targets set out in this report have assumed a considerable increase in demand due to an increase in affordability. As such, affordability of child care for families in the region should be a major priority for municipal, regional, and provincial governments.

### **Supporting Child Care Workers and Providers**

### **Promote child care as a career to youth in the Cowichan region.**

The space creation targets recommended by Malatest will require the creation of many full-time equivalency child care positions throughout the Cowichan region. As a result, there will be a large need in the region for qualified child care workers, particularly those with higher levels of qualifications (e.g., ECE, ECE with infant-toddler and/or special needs training).

### **Promote the ECE qualification, and ECE with special training, to current and potential child care workers.**

During this research, Malatest heard from recent graduates of ECE programs that the ECE qualification itself was perceived to be financially burdensome, when considering the investment required and the anticipated pay of an ECE-qualified position. Many noted that it made more financial sense to seek a lower level of qualification, such as an ECE Assistant, because the difference in pay between the roles was minimal. In addition, many child care program operators noted that they faced significant challenges finding qualified staff, particularly ECEs and ECEs with infant-toddler and special needs training.

### **Support ECEs in maintaining their credentials through affordable professional development opportunities.**

Child care workers qualified as ECEs must participate in regular professional development in order to maintain their credential over time; this training is typically paid for by the individual, creating another barrier or disincentive for child care workers to pursue and/or maintain their full ECE qualification. Supporting ongoing professional development for ECEs can help to reduce this burden and better meet the need for qualified child care workers in the Cowichan region.

### **Improving Quality of Child Care**

### **Promote cultural diversity in child care centres.**

The diversity of child care centres in the Cowichan region was rated poorly by both the general public and parents and caregivers of children, in this research. Diverse child care centres that reflect the communities in which they are located provide children with higher quality, more enriching care that promotes inclusive



communities. As such, promoting cultural diversity should be a priority under the general initiative of improving quality of child care.

#### **Promote inclusion of children with extra support needs in child care programs.**

Families of children with extra support needs can struggle to find spaces for their children in licensed child care programs, due to the additional resourcing and staffing required to accommodate these children. In particular, the need for specialized training for ECEs to provide care for children with additional support needs has resulted in limited qualified staff available at these child care programs, and high demand for care among the sites that are able to accommodate children with extra support needs.

#### **Promote best practices in child care through monitoring and accountability measures.**

While most parents and caregivers in the survey for this research rated their own child care arrangements highly, overall perception of child care quality in the Cowichan region was middling. Promotion of standards and best practices in licensed child care can provide guidance to providers (particularly during periods of rapid expansion) and build public confidence in the quality of child care offered locally.

## BACKGROUND AND RATIONALE

To better meet the child care needs of families, the Province of British Columbia announced expanded investment in the child care sector in the 2018 Provincial Budget. A total of \$1 billion, over three years, will be used to build B.C.'s early learning and child care system by addressing local, regional, and system priorities that impact families most in need. The province will focus on increasing the quality, accessibility, affordability, flexibility, and inclusivity in early learning and child care. This will support the objectives of:

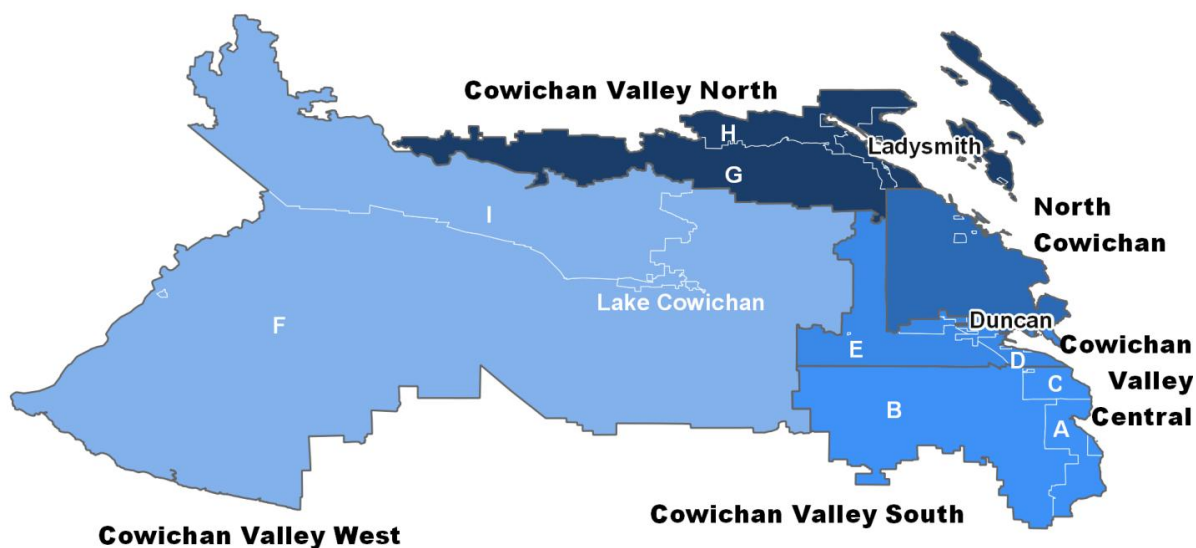
- Enhancing the accessibility of child care options by increasing the number of child care spaces (22,000 new licensed child care spaces);
- Increasing the affordability of child care;
- Enhancing the quality of licensed child care programs by supporting the training and professional development of early childhood educators; and
- Enhancing equity through targeted investment in underserved communities – including Indigenous families, families with children with extra support needs, and young parents completing their secondary education – by improving access to inclusive, affordable, and flexible child care programs.



## THE COMMUNITY CHILD CARE PLANNING PROGRAM

To gain a deeper understanding of the child care needs of communities across the province, the B.C. Ministry of Children and Family Development (MCFD) assigned \$2.85 million to the Community Child Care Planning Program. The Union of British Columbia Municipalities (UBCM) is administering the program which provides funding (up to \$25,000 per project) for local governments to engage in child care planning activities. The goal of these activities is to develop a community child care space creation plan. Strong planning at the community level will ensure the investment creates child care spaces in areas with the greatest need.

The Cowichan Valley Regional District (CVRD), together with the City of Duncan, the Municipality of North Cowichan, the Town of Ladysmith, and the Town of Lake Cowichan (collectively called “the Project Authority Group”) were awarded \$125,000 (\$25,000 per area) from the Community Child Care Planning Program to complete a Child Care Needs Assessment and develop a Child Care Action Plan for the Cowichan Region. The Project Authority Group contracted R.A. Malatest & Associates Ltd. (Malatest) to complete the work on behalf of the Cowichan Region. The project took into consideration the nine electoral areas and four municipalities that comprise the Cowichan Valley Regional District, including areas that encompass School Districts 68 and 79 and the adjacent First Nations as shown on the map provided.



For the purposes of reporting, the Cowichan region (i.e., the Member Municipalities and the CVRD Electoral Areas) was divided into the following groupings:

Area Grouping	Municipalities and Electoral Areas Encompassed
<b>Cowichan Valley Central</b>	<ul style="list-style-type: none"> <li>City of Duncan</li> <li>Electoral Area D: Cowichan Bay</li> <li>Electoral Area E: Cowichan Station / Sahtlam / Glenora</li> </ul>
<b>Cowichan Valley North</b>	<ul style="list-style-type: none"> <li>Town of Ladysmith</li> <li>Electoral Area G: Saltair / Gulf Islands</li> <li>Electoral Area H: North Oyster / Diamond</li> </ul>
<b>Cowichan Valley South</b>	<ul style="list-style-type: none"> <li>Electoral Area A: Mill Bay / Malahat</li> <li>Electoral Area B: Shawnigan Lake</li> <li>Electoral Area C: Cobble Hill</li> </ul>
<b>Cowichan Valley West</b>	<ul style="list-style-type: none"> <li>Town of Lake Cowichan</li> <li>Electoral Area F: Cowichan Lake South / Skutz Falls</li> <li>Electoral Area I: Youbou / Meade Creek</li> </ul>
<b>Municipality of North Cowichan</b>	<ul style="list-style-type: none"> <li>Municipality of North Cowichan</li> </ul>



## PURPOSE OF THE CHILD CARE PLANS

The purpose of the Child Care Plan is to create action plans – one for each of the area groupings – that provide strategic, coordinated approaches to increasing access to child care. These action plans emphasize affordable, quality, early learning and child care in their recommendations for new child care spaces. Each plan provides an explanation of current trends in child care in each area, a review of government plans, policies and bylaws as they relate to child care, and an interpretation of quantitative and qualitative data collected through community engagement with relevant stakeholders. Each plan recognizes and addresses the specific needs of each area, and the regional context that families needing child care in the Cowichan Region work, live, and play in.

This report provides an overarching view of child care needs across the entire Cowichan Valley region. It pulls together findings and recommendations from each region grouping, and identifies uniting strategic objectives for those regions. Short-, medium-, and long-term actions necessary to support the development of additional community-supported child care spaces have been identified. Findings from this Child Care Plan will provide the Project Authority Group with a better understanding of child care needs in the Cowichan Region and provide recommendations to address current barriers and/or gaps. In addition to the Cowichan Region Child Care Plan, an inventory of existing child care spaces has been compiled as a deliverable for this project.



## EXPECTED BENEFITS OF EARLY CHILDHOOD EDUCATION AND CARE

Early childhood education and care (ECEC) plays an important role in the well-being of children and their development, and positively impacts families, communities, and the economy. Impacts of ECEC on these domains are discussed in the sections below.

### CHILD WELL-BEING

Quality child care programs provide environments and instruction that address both the early learning and nurturance needs of children. Research suggests important links between early childhood experiences and a child's social, emotional, academic, and physical well-being. Attendance in quality ECEC programs is often positively correlated with school readiness (Anderson et al., 2003) and successful student outcomes in later childhood such as higher scores on achievement and language tests, better social skills, and fewer behavioural problems (Growing Together Society, 2010).

Early childhood experiences set the stage for lifelong learning. Research suggests that early learning experiences in day care and nursery school give children a sense of self efficacy which supports later school success (Sylva & Wiltshire, 1993); that participation in early education and care programs has strong short-term and smaller long-term cognitive benefits for children, particularly children from disadvantaged backgrounds (Burger, 2010); and that participation in ECEC programs can have long-term impacts on factors such as educational attainment and income in adulthood (Ruhm & Waldfogel, 2012). Emotional and social skills are also known to benefit from participation in ECEC, such as increasing a child's ability to cooperate and socialize (Anderson, et al., 2003).

Overall, quality early learning lays the groundwork for lifelong learning and shapes society's future workers, parents, voters and active community members (Growing Together Society, 2010).

### FAMILY, SOCIAL, AND COMMUNITY IMPACTS

Economic circumstances in the CVRD, and throughout B.C. and Canada more generally, continue to push two-parent households to a dual-earner arrangement, and require single parents to earn market income. Large increases in housing costs, combined with stagnant incomes when adjusting for inflation, put pressure on families to increase employment income by having both parents work (Human Early Learning Partnership, 2011). In 2017, dual-earner households accounted for 61% of all families with children in B.C.; single-earner households represented 20%, and single-parent households represented 18% (Statistics Canada, 2020). Further, these dual-income households are significantly more likely to have both parents







working full-time, compared to generations past, which is resulting in greater need for hours of child care per week (Statistics Canada, 2020). The provision of quality child care is consistently linked with a young families' ability to participate in work, return to school, and participate in community life (Shonkoff & Phillips, 2008; Shonkoff & Phillips, 2008a). Quality child care helps mothers enter the labour force; and reduces unpaid absences that reduce lifetime earnings and affect pension income and job advancement (Glynn & Hamm, 2019; Traub, Hiltonsmith, & Draut, 2016). In addition, it is thought to lower stress when mothers know their children are well cared for in reliable child care arrangements (Glynn & Hamm, 2019; Parker, 2015).

Given the important benefits for child development and school readiness (Anderson, et al., 2003), quality child care programs are also important for stay-at-home mothers/fathers, whose children should have the opportunity to socialize and learn alongside children in their age group in early learning programs.

Parents of children in high quality child care settings are afforded opportunities to learn about different developmental and parenting issues that they would not otherwise have access to. Together, parents and qualified staff can address concerns about developmental or behavioural challenges that may arise during the early years, and effective interventions can be developed to mitigate such challenges (Anderson, et al., 2003). Parents also have the opportunity to develop strong social support networks with other parents that can reduce social isolation and also help secure informal care and information outside of regular child care hours.

Quality child care programs have also been shown to help assist immigrant and refugee families, not only in caring for their children, but also helping them integrate into the community and build social support networks (Park, Katsiaficas, & McHugh, 2018). These networks can even help immigrant or refugee parents secure employment or housing (Park, Katsiaficas, & McHugh, 2018).

Quality child care is an important part of the broad range of supports that help parents balance work and family. It helps parents work, study, and care for other family members and allows them to maintain an active involvement in the community. Access to quality child care ensures parents in the workforce are better equipped to feed, clothe, and house their children, which then helps reduce child poverty. Moreover, flourishing families are the building blocks of thriving communities. Helping children become responsible and productive citizens is ensuring the social and economic well-being of a community. It is imperative that the whole community is invested in, and supportive of, early child development.

## ECONOMIC IMPACTS

The economic impact of the child care industry has been the subject of research across North America (Glynn & Hamm, 2019; Traub, Hiltonsmith, & Draut, 2016; Rolnick & Grunewald, 2003). Child care programs create jobs, and contribute to the economy through buying goods and services and providing the community with government funding (Rolnick & Grunewald, 2003). In 2011, child care facilities in the Cowichan region provided approximately 240 jobs for early childhood educators and early childhood educator assistants, not including casual or substitute child care workers (Collette, 2011).

Families with young children are reluctant to leave communities where they have access to high quality child care or establish themselves in areas where they are unable to secure it. Therefore, not only does child care create incentives for young families to establish and maintain homes in remote or rural areas, it also makes it essential to the economic development of these communities. In a Health Canada study examining the costs of work-life conflict in Canada (Duxbury, Higgins, & Lyons, 2008), employers reported that the availability of early childhood developmental programs – including child care – was critical to the recruitment and retention of their parent employees.



Not having affordable, quality, child care options is thought to have a negative impact on the ability of businesses to attract women, young families, and skilled workers in general to the workforce. Businesses are starting to consider the availability of child care in their expansion and relocation decisions as it has been proven to have an impact on worker productivity (Duxbury, Higgins, & Lyons, 2008; Parker, 2015). Having accessible child care options has also been found to reduce worker absenteeism and stress among parent employees (Duxbury, Higgins, & Lyons, 2008).

Typically viewed as a social issue, increasing evidence demonstrates that child care is not only important to child well-being and development, but essential to communities and plays a crucial role in the economy. In response to this emerging knowledge, many municipalities are beginning to develop and incorporate policies geared toward helping families acquire and maintain accessible, affordable and quality child care.

## METHODOLOGY

The Cowichan Region Child Care Plan project has involved data collection from a variety of sources, based on the UBCM Community Child Care Planning Program requirements outlined in the application guide.<sup>1</sup> These included:



**Review of policies, plans and bylaws related to child care**



**Compiling data on regional trends in population and household composition**



**Creating an inventory of child care facilities and spaces within the plan area**



**Administering surveys to local child care providers, parents and caregivers, and the general public**



**Semi-structured stakeholder interviews and gathering stakeholder submissions**



**A focus group with recent Early Childhood Education (ECE) and Care graduates**

## POLICY, PLAN, AND BYLAW REVIEW

A review of policies, plans, and bylaws related to child care for each of the four municipalities and the nine CVRD Electoral Areas in the Cowichan region was conducted. Current policies, plans, and bylaws for each area were compared to practices thought to promote an adequate supply of child care spaces, such as those advocated in the Metro Vancouver area. Recommended actions to reduce barriers and encourage child care space creation are presented.

## ANALYSIS OF THE DEMAND FOR ADDITIONAL CHILD CARE SPACES

To determine the need for additional child care spaces in the Cowichan Region, several research methods were employed.

- Population projections for a ten year period, by age group and area based on BC Stats' 2020 PEOPLE Population Projection Data;

<sup>1</sup> Community Child Care Planning Program: 2019 Program & Application Guide. Union of BC Municipalities. Retrieved from <https://www.ubcm.ca/assets/Funding~Programs/LGPS/Childcare/childcare-2019-planning-program-guide.pdf>



- Analysis of the number of licensed child care spaces currently available by age group and area, based on data provided by MCFD (as of April 2019) within the UBCM inventory, and verified through the Cowichan Child Care Provider Survey (Winter 2019/20); and
- Review of the most recent MCFD “Average Monthly Child Care Utilization Rates” for the Cowichan region.

## COMMUNITY ENGAGEMENT

Three types of community engagement were undertaken, namely: surveys; key informant interviews; and a focus group.

### Stakeholder Surveys

This project utilized data collection from multiple surveys aimed to target different groups (parents / caregivers, child care providers, and the general population in the Cowichan region). The design and implementation of each survey, however, followed the same basic structure. The following process was used to develop and implement all three surveys.

#### *Programming of the Survey Instrument*

All surveys were submitted to the Project Authority Group for review, and finalized based on the Group’s feedback prior to use. Once approved, the finalized parent / caregiver survey (Appendix A), the child care provider survey (Appendix B), and general population survey (Appendix C) were programmed into Malatest’s CallWeb computer-assisted telephone/web interviewing (CATI/CAWI) platform. Once survey programming was complete, the surveys were tested in-house to ensure functionality, usability, and adherence to the approved instruments. Following in-house testing, the Project Authority Group was provided with the opportunity to test the surveys and their feedback was incorporated prior to full administration.

#### *Administration of the Surveys*

The surveys were administered in paper-based and online formats.

*Online surveys* could be accessed either via a URL or a QR code which were included on marketing materials (e.g., posters) displayed in the local area or via online advertising through social media (e.g., Facebook, Instagram, Twitter), email, etc. Using the CallWeb system, an email invitation was sent out to child care providers in the Cowichan region asking them to complete the survey; the email contained both a URL and a unique identification code for each respondent. Email reminders were sent to child care providers (up to six email reminders, once per week) until the survey was complete, or until the intended respondent communicated a refusal to participate. The Malatest help desk in Victoria was available to answer questions about the survey instrument and to deal with technical issues. The call centre’s help desk number was included in all reminder emails, as well as in the introductory email.

*Paper surveys* were made available at various locations across the region and during local events (see Table 1 for full details). Respondents filled out the survey and then mailed it back to Malatest using a postage-paid reply envelope that was provided with the survey. Data from the paper surveys were entered directly into CallWeb upon receipt.

**Table 1: Survey Availability and Promotion**

#### In-Person Events

- Ladysmith National Child Day Event (20<sup>th</sup> November, 2019)
- Family and Friends Drop-In Ladysmith (22<sup>nd</sup> November, 2019)
- Cowichan National Child Day “Stone Soup” Event (23<sup>rd</sup> November, 2019)

#### Hard Copy Locations

- Frank Jameson Community Centre, Ladysmith
- Aggie Hall, Ladysmith
- Ladysmith Resource Centre Association, Ladysmith
- Ladysmith Health Centre
- Ladysmith Family and Friends program time
- LEYP and Interagency meetings
- Cowichan Community Centre
- Kerry Park Recreation Centre
- Cowichan Lake Recreation

#### Online Advertising

- Facebook pages (CVRD, CVRDRec, City of Duncan, Town of Ladysmith, Ladysmith Parks, Recreation & Culture)
- Newsletters (Our Cowichan Health Matters newsletter, Town of Ladysmith newsletters)
- Websites (City of Duncan, Town of Ladysmith)
- Twitter (Town of Ladysmith, Ladysmith Parks, Recreation & Culture)
- Instagram (Ladysmith Parks, Recreation & Culture)
- Direct emails (early years contacts, Our Cowichan Communities Health Network members)

Each of the three surveys was designed to take approximately 15 minutes to complete. The target audiences for the surveys were:

1. Parents and caregivers who live in the Cowichan region, and had at least one child aged 12 years or younger.
2. Providers offering child care in the Cowichan region.
3. Residents (i.e., general public) of the Cowichan region.

The surveys were an opportunity for the various stakeholders to share their thoughts and experiences with child care in the Cowichan region. Parents/caregivers and residents who completed the survey were able to enter their name into a draw for a chance to win a \$50 or \$100 grocery voucher or Amazon gift card or one of five \$50 RecCowichan gift cards as a thank you for participating.

In total, 354 parents/caregivers, 106 child care providers and 91 members of the general public completed the survey.

**Table 2: Survey Responses, by Region and Stakeholder Group**

Area	Care Provider Survey Responses	Parent and Caregiver Survey Responses	General Population Survey Responses
Cowichan Valley Central	21	64	21
Cowichan Valley North	23	84	17
Cowichan Valley South	26	79	20
Cowichan Valley West	5	21	3
Municipality of North Cowichan	31	106	30
<b>Total</b>	<b>106</b>	<b>354</b>	<b>91</b>

#### *Respondent Profile: Care Providers*

Among survey respondents, no single operation type predominated; the most-common operation type was a sole proprietorship (43%, n=36), followed by a not-for-profit organization (28%, n=23), and corporate or limited companies (12%, n=10). Nearly three-quarters of all care provider survey respondents (72%, n=78) reported that they provided licensed care.

Slightly less than one-fifth of care provider survey respondents (18%, n=16) reported that their organizations operate multiple sites, while the remainder (82%, n=71) reported that they do not. Slightly less than two-thirds of care provider respondents (62%, n=66) reported that they were directors, managers, or owners of the programs that they were answering on behalf of, while 22% (n=23) were educators and 10% (n=11) were supervisors or coordinators.

#### *Respondent Profile: Parents and Caregivers*

The large majority of respondents to the parents and caregivers survey were mothers (87%, n=307). Slightly more than one in ten respondents (11%, n=39) were fathers, while legal guardians and other caregivers comprised approximately 2% of respondents. Nearly all respondents (89%, n=309) reported having a spouse or partner; this is higher than the average for the CVRD, which is around 75% of family households being two-parent households. This suggests that single parents may have been less likely to respond to this survey and therefore their concerns about child care may not be well represented in the findings.

Slightly less than one-half of survey respondents (46%, n=161) reported that they worked full-time. Single parents were slightly more likely to report that they worked full-time (53%, n=20), or that they are going to school (13%, n=7). Respondents with a spouse or partner were more likely to work part-time (22%, n=68), be on maternity or parental leave (12%, n=38), or be unemployed and not looking for work (8%, n=26). Among two-parent households, one-third of respondents (33%, n=103) reported that both they and their partners worked full-time. A further 25% (n=77) reported that one partner worked full-time while the other worked part-time.

Approximately one-half of survey respondents (48%, n=167) reported having two children under the age of 12 in their homes. Slightly more than one-third of respondents (35%, n=124) had only one child in this age range, while 13% had three children under 12. Only 3% of respondents (n=13) had four or more children under the age of 12 in their homes.

### *Respondent Profile: General Public*

Slightly more than one-third of general public survey respondents (34%, n=30) were between the age of 25 and 44, and a further 39% (n=35) were aged 45-64. More than two-thirds of respondents (68%, n=58) were married or in a common-law relationship, while 16% were single and 12 % were divorced or separated.

Eight percent of respondents (n=7) identified as Indigenous. This is comparable to the proportion of Indigenous people living in the overall CVRD.

More than one-third of all general population survey respondents (35%, n=31) had completed a university degree, and a further 22% had completed some level of postgraduate studies. This is higher than the overall education level in the CVRD, suggesting that the survey sample may be skewed towards the more highly educated.

Forty percent of survey respondents (n=34) reported being employed full-time, and a further 26% (n=22) reported being employed part-time. Slightly more than one in five respondents (22%, n=19) were retired. Fifteen percent of respondents (n=10) had annual household before-tax incomes of less than \$30,000, while 37% had annual household before-tax incomes of \$90,000 or higher. Similar to the sample bias towards more highly educated individuals, this survey sample appears to over-represent wealthier households.

### **Key Informant Interviews**

Key informant interviews were undertaken with a variety of stakeholders in the region, in order to collect in-depth qualitative data on the state of child care in the CVRD and collect input on possible future strategies from those most knowledgeable about the sector. Interviews were conducted using semi-structured interview guides; one guide was developed for each of the seven stakeholder groups, and approved by the Project Authority Group (please refer to Appendix D for copies of the guides). Interviews were conducted by phone or in-person where possible; stakeholders unable to connect for a live interview gave input via email submissions.

Stakeholder groups, their definitions, and some key characteristics about each interview group are summarized in Table 3 below.

**Table 3: Key Informant Interview Groups and Interviewees**

Stakeholder Group	Definition	n
<b>Chambers of Commerce</b>	Members of the Chambers of Commerce throughout the CVRD, representatives for local business	1
<b>Child Care Providers and Supporters</b>	Organizations and businesses that provide child care services in the CVRD, or provide support for child care services (e.g., referral organizations)	8
<b>Community Resource Organizations</b>	Organizations that provide community support services that may connect with, but are not directly involved in, child care services	1
<b>Community Stakeholders</b>	Individuals involved in community planning and development, such as members of local government and First Nations band leadership	3
<b>Health Providers and Supporters</b>	Individuals and organizations involved in providing health care in the CVRD	4
<b>Post-Secondary Stakeholders</b>	Representatives from post-secondary organizations	1
<b>School District Stakeholders</b>	Representatives from school districts in the CVRD area	2
<b>Total Interviewees</b>		<b>20</b>

## Focus Group

Seven recent ECE graduates took part in a focus group held at Vancouver Island University Cowichan Campus.

The focus group followed a semi-structured focus group moderator's guide (Appendix E), and lasted approximately two hours. The discussions focused on the graduates views and experiences of early childhood educator training and finding employment in the child care field. The focus group was audio recorded with participants' consent, and notes were taken during the discussion. Recordings were used to verify notes and were destroyed once no longer needed. Participants of the focus group received a "thank you" gratuity of \$75.

The majority of focus group participants were young adults (under 30 years old), and all were women. All but one had graduated from a child care program within the past four years (one was a current ECE student, anticipating graduation in Spring 2021). All participants who had graduated from a child care program were employed in the child care sector, and all worked with children five years and younger.

## LIMITATIONS

There were a number of limitations that need to be taken into consideration when interpreting the data presented within this report, particularly with regards to community engagement and the recommended space creation targets provided.

## Community Engagement

Despite best efforts to advertise all the surveys widely across the Cowichan region, not all community members participated (parents/caregivers, child care providers, or the general public). There was a general underrepresentation from men in terms of parental engagement. There were multiple surveys (some also related to child care) in field at the same time, potentially leading to a reduced response rate due to survey fatigue. Due to the smaller number of families living in the CVRD Electoral Areas, and survey respondents from these areas, it was not possible to provide specific feedback by CVRD Electoral Area (i.e., respondents from these areas must have their data combined with those from a neighboring municipality).

## Space Creation Targets

This report focuses on licensed child care centres and doesn't report on the availability of non-licensed/informal child arrangements or the need for more spaces for these care types. Although Indigenous communities were approached, it is unknown how many of their members may require child care beyond what is available in their community or accessible for members living away from home. Projections are estimates and exact numbers are not possible to calculate. It is especially difficult to estimate child care space utilization by age group in multi-age, in-home and family care. Other unknown factors may influence the number of child care spaces required in the future (e.g., improvements in transportation or economic conditions). Moreover, should child care be provided at a lower cost, more families may want to have their children in child care as these costs might make employment more viable than 'staying at home' with the child/ren.

## CURRENT STATE OF CHILD CARE

Based on findings from the multiple lines of inquiry undertaken, Malatest has identified several key themes around child care in the CVRD. These findings are discussed in this section. Analysis and summary begins with a quantitative accounting of the current state of child care in the CVRD, followed by more qualitative findings related to the quality, accessibility, and availability of child care. Finally, this section provides projections for future child care needs to 2030, and recommendations for areas of focus and improvement in terms of service quality.

### THEMES FROM COMMUNITY STAKEHOLDER ENGAGEMENT

Three key themes emerged from surveying and community stakeholder engagement: availability, affordability, and quality of child care.

#### Availability of Child Care

*[There is a] huge need in our community for infant and toddler spaces.*

Across all stakeholder groups, there was a consensus that more child care spaces are needed. Nearly all child care providers in the CVRD who participated in the survey (96%, n=64) reported a need for more child care spaces.

Currently, nearly three-quarters (73%, n=55) of participating child care centres in Central Cowichan have waitlists. When asked about the number of spaces needed, more than two-thirds of providers (69%, n=38) recommended doubling

the number of current spaces in the area.

Among parents and caregivers in the CVRD who participated in the survey, slightly more than one half (53%, n=171) reported using child care. Among those who did not use child care, slightly less than one quarter (23%, n=35) reported high costs as their main reason for not using child care. More than one in ten parents and caregivers in this survey (13%, n=20) reported lack of availability as the main barrier to their families using child care. Further, availability was cited by one-half of all parents and caregivers (51%, n=182) as a barrier to their *preferred* type of child care, and cost was a barrier to preferred type of care for slightly less than one-half of parents and caregivers (47%, n=166).

All groups agreed that infant and toddler spaces are particularly needed, followed by after-school care spaces. Increasing the availability of child care for children with extra support needs was also identified as a

*Children with extra support needs [such as language and speech] tend to be underserved.*

priority among all groups. Slightly less than three-quarters of child care provider respondents (74%, n=52) currently are able to care for children with additional support needs. As a result, available child care spaces are even scarcer for children with additional support needs. Less than one-third of parents and caregivers (30%, n=105) agreed with the statement: “Child care options in the Cowichan region provide all the services / supports necessary for children to succeed.”

Key informants echoed these findings, and pointed out that there is not enough Support Child Development (SCD) funding available to support the children currently in care. For this reason, these interviewees questioned the benefits of additional spaces on the already-strained services in the region. Stakeholders also noted a lack of support workers who are able and/or willing to work contracted support hours.

Stakeholders shared stories of programs being unable to take on children requiring extra supports, due to insufficient numbers of trained educators or additional support staff. A small proportion of parents and caregivers (3%, n=9) surveyed said a barrier to accessing their preferred type of child care was that local care could not meet their child's extra support needs.

In addition to a lack of spaces, all stakeholder groups expressed a need for more flexible options in the hours when care is available. Child care providers recognized the need for extended hours including early mornings (49%, n=54 agreed this was a need), later evenings (33%, n=36 agreed this was a need), and before and after school and during school closures (46%, n=51 agreed this was a need). A number of stakeholders suggested opening a child care centre in the hospital to help improve accessibility of child care for shift workers.

*Earlier start times for daycare would allow me to work more and would help all shift workers.*

Finally, lack of public transportation to child care centres was noted as a challenge to accessibility of child care. The scarcity of child care spaces across the Cowichan region doesn't allow parents and caregivers the option to select a child care site within walking distance from home, leaving it up to parents and caregivers to find ways to reach facilities that may be a long distance from their home and/or place of work. For those without reliable access to a personal vehicle, this creates an additional hurdle to accessing child care.

**Availability of spaces and affordability are barriers to preferred type of care for about one-half of all parents and caregivers in the Cowichan region.**

### Affordability of Child Care

All stakeholder groups and key informants agreed that child care is too expensive for many families. Participants believed that access to more affordable child care would have benefits for parents and caregivers in a number of areas. These included:

- Improve parents' and caregivers' chances to gain employment (20% of parents and caregivers, n=69; 52% of the general population throughout the CVRD, n=49);
- Allow parents and caregivers to work more hours (33% of parents and caregivers, n=116);
- Reduce parents' and caregivers' absences at work (26% of parents and caregivers, n=92; 59% of the general population throughout the CVRD, n=56); and
- Allow parents and caregivers to improve their education, or update their training and/or credentials (28% of parents and caregivers, n=98).

One-half of general population respondents in the CVRD (50%, n=47) indicated that lowering child care fees would result in increased economic prosperity. Majorities of both parents and caregivers in the CVRD (60%, n=211) and the general population throughout the region (78%, n=74) agreed that low-cost child care would have a number of non-economic benefits such as reduced stress on families, increased parental and caregiver satisfaction with child care options in the CVRD, and increased parental and caregiver satisfaction with their personal child care arrangements.



Key informants stated that affordability of child care is a common concern among families they serve. These interviewees shared stories of many families, especially young parents, not being able to find child care even if they could afford it. Qualifying for child care was also noted as a concern, particularly for parents who are not employed or are attending school, and therefore cannot qualify for subsidies.

### Quality of Child Care

Slightly more than one-half of general population survey respondents (53%, n=35) agreed that “child care options in the Cowichan region offer quality child care.” Similarly, 52% (n=148) of parents and caregivers in the CVRD agreed with this statement. An even higher proportion of parents and caregivers indicated that they were satisfied with their personal child care arrangements (76%, n=207), and few (8%, n=21) reported being dissatisfied with the quality of their current child care arrangements. Key informants spoke highly of the quality of child care in the region.

Inclusivity, a common indicator of child care quality, is defined as the extent to which a child care site is inclusive of children of all abilities (including extra support needs) and incorporating the diversity of the community. Minorities of general population respondents (37%, n=35) and parents and caregivers (30%, n=83) agreed that child care options in the Cowichan region are inclusive in terms of children’s abilities. Similarly, one-third of local parents and caregivers (31%, n=109), and less than one-half of the general population in the CVRD (45%, n=43) agreed that child care options reflect the diversity of the community. These findings suggest that inclusivity of child care could be an area for further improvement.

The quality of a child care centre is also impacted by the quality of the individuals who work there. Slightly more than one-half of child care providers believed that child care services in the CVRD would be improved by increased educator wages (53%, n=58) and increased availability of qualified staff (54%, n=59). In addition, key informants felt non-licensed care can hinder child care quality and if more care centres are added, they should be licensed.

**Less than one-third of parents and caregivers believe that child care options are inclusive of diverse abilities, and reflect the diversity of the local community in the Cowichan region.**

### CHALLENGES IN CHILD CARE PROVISION

*The number one issue is finding and retaining good quality staff.*

Child care providers identified staffing as their primary challenge in providing child care. In particular, providers noted challenges with hiring qualified staff (41%, n=45) and retaining qualified educators (34%, n=37). Similar issues were raised regarding potential challenges to expanding existing child care centres. A majority of

stakeholders echoed the sentiments expressed by child care providers, regarding current staffing issues in the industry. There was consensus among all groups that increased compensation would encourage more people to pursue education in, and join, the child care profession as they could expect to be fairly compensated for their work.

*[There is a] lack of people motivated to open a daycare, as it is a lot of work for little pay.*



*In Cowichan there are several municipal boundaries and capacity issues. Regional districts haven't had child care on their agendas and tightening budgets make it more difficult to add new services or expand existing ones.*

Child care providers identified some other important areas that could influence child care sites' willingness to increase their capacity. Current needs to support increasing the number of spaces included:

- The need for more funding (44%, n=48); and
- The need for more physical space (35%, n=38).

Notably, very few child care providers (6%, n=7) indicated that they felt more interest or demand from the community was needed to

justify increasing child care spaces; this suggests that sufficient demand for more spaces already exists throughout most of the CVRD.

Similar issues were noted among child care service providers regarding the biggest barriers for them increasing spaces at their sites. Barriers reported by sites included:

- Finding qualified staff (91%, n=58);
- Increasing wages for staff, to better retain them (91%, n=58);
- Expanding existing sites (75%, n=48);
- Better managing or reducing operating costs (57%, n=36); and
- Working with licensing bylaws (45%, n=28).

More governance was also thought to be needed over unlicensed child care. Concerns were raised from stakeholders that these unlicensed centres get the same access to government funding as licensed child care centres, and they charge the same or more than licensed centre, yet their quality may often not be equivalent.

**Approximately 90% of child care providers cited finding qualified staff, and paying them high enough wages to retain them long-term, as major barriers to their sites offering more spaces.**

## CURRENT CHILD CARE SPACES AND UPTAKE

Review of the inventory of child care spaces provided by the Union of British Columbia Municipalities (UBCM), with follow-up confirmation with specific programs and sites, has resulted in a comprehensive understanding of the current child care programs and spaces inventory in the CVRD. Child care programs are summarized by type of service – group or family care. Child care spaces are similarly categorized by service type, as well as by age group served.

**Table 4: Operating Child Care Programs and Spaces, by Sub-Region and Care Type**

Region	Group Child Care (Birth to 36 months)	Group Child Care (30 months to school age)	Licensed Preschool	Group Child Care (School age)	Multi-Age Child Care	Family Child Care	In-Home Multi-Age Child Care
Cowichan Valley Central	3 programs 52 spaces	10 programs 205 spaces	4 programs 70 spaces	1 program 8 spaces	2 programs 16 spaces	5 programs 35 spaces	2 programs 16 spaces
Cowichan Valley North	3 programs 82 spaces	9 programs 193 spaces	2 programs 36 spaces	5 programs 168 spaces	8 programs 100 spaces	2 programs 14 spaces	2 programs 16 spaces
Cowichan Valley South	3 programs 28 spaces	10 programs 154 spaces	5 programs 108 spaces	7 program 160 spaces	3 programs 32 spaces	3 programs 21 spaces	1 program 8 spaces
Cowichan Valley West	1 program 8 spaces	1 program 12 spaces	1 program 10 spaces	1 program 10 spaces	0 programs 0 spaces	2 programs 14 spaces	0 programs 0 spaces
Municipality of North Cowichan	1 program 12 spaces	10 programs 265 spaces	4 programs 80 spaces	9 programs 254 spaces	1 program 7 spaces	22 programs 150 spaces	3 programs 24 spaces
<b>Total</b>	<b>11 programs 182 spaces</b>	<b>40 programs 829 spaces</b>	<b>16 programs 304 spaces</b>	<b>23 programs 600 spaces</b>	<b>14 programs 155 spaces</b>	<b>34 programs 234 spaces</b>	<b>8 programs 64 spaces</b>

Source: UBCM Community Child Care Planning Inventory, February 2020

As can be seen in the table above, there is a wide variety in the number of child care spaces for different age groups in the CVRD. For example, there are 1,133 spaces in group child care (30 months to school age) and preschool care, while only 182 spaces for group child care for the 0-2 years age group. However, given that these different age groups are of different sizes, it is more helpful to consider *coverage rates* – the number of child care spaces per 100 children in a given age group, or the proportion of children in a given age group that are “covered” by a child care space – than it is to consider raw numbers. Table 5 below summarizes coverage rates by age group.

**Table 5: Child Care Coverage Rates, by Age Group**

Age Group	Number of Child Care Spaces	Population of Children	Coverage Rate
<b>All Children 0-12 Years</b>	<b>2,368</b>	<b>10,836</b>	<b>22%</b>
Pre-School Aged Children, 0-5 Years	1,545	4,545	34%
Infant / Toddler Children, 0-2 Years	386	2,131	18%
Preschool Aged Children, 3-5 Years	1,159	2,414	48%
School-Aged Children, 6-12 Years	823	6,291	13%

Source: UBCM Community Child Care Planning Inventory, February 2020

As can be seen in the table above, there is wide variety in the coverage rates for various age groups in the CVRD. Coverage rates range from 13% for children aged 6-12 years, to a high of 48% for those in the 3-5 years age group. While it is not necessarily true that all age groups require equal coverage rates – for

example, the infant-toddler group may need comparatively lower coverage rates due to more parents taking leave at this time in their child's life, and therefore do not need child care – these coverage rates do provide us context for the overall accessibility of child care for each of these age groups.

**In the Cowichan region, there is one child care space available for every five children 0-12 years old. Coverage rates are lowest among infants and toddlers, and school-aged children.**

Utilization rates provide a broad measure of the uptake of available child care services in a region; it represents what proportion of available child care spaces are being used. Utilization rates offer a proxy for the appropriateness of the amount and combination of types of child care spaces available. Efficient use of child care spaces will be reflected in high utilization rates. However, at very high utilization rates, in excess of 80% to 85%, finding child care becomes progressively more challenging, potentially impacting the time taken to find a space and with affordable fees.<sup>2</sup>

Utilization rates are available by service delivery area; the CVRD is located within the South Vancouver Island service delivery area. The South Vancouver Island service delivery area not only includes all of the CVRD but also Greater Victoria and other municipalities, which impacts the overall averages for the area. Breakdowns for only the CVRD are not available. South Vancouver Island is similar to the provincial and North Vancouver Island comparators, in terms of very high utilization rates for group infant and toddler care in 2016/2017. Utilization rates for South Vancouver Island, alongside provincial and North Vancouver Island comparators are shown in Table 6 below.

**Table 6: Average Monthly Child Care Space Utilization Rates, April 2016 through March 2017**

Service Delivery Area	Group Care, Infant/Toddler	Group Care, 3 to 5 years	Group Care, School Age	Total Group Care	Family Care	Total Group and Family Care
British Columbia	85%	74%	48%	70%	72%	71%
South Vancouver Island	87%	70%	42%	65%	72%	69%
North Vancouver Island	88%	62%	38%	62%	68%	63%

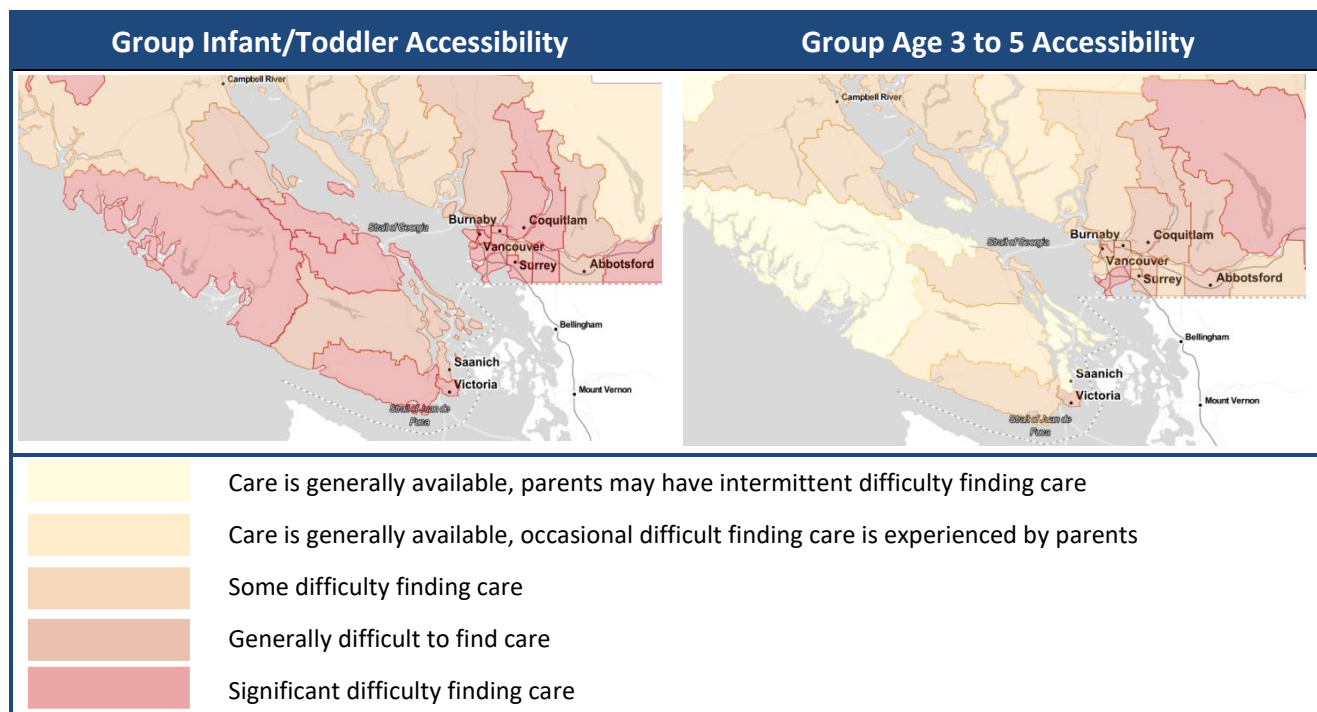
Source: Ministry of Children and Family Development. *Performance Management Report*. Volume 9 March 2017. Performance Indicator 1.01, Spare Capacity in Licensed Child Care Spaces. Retrieved from [https://www2.gov.bc.ca/assets/gov/family-and-social-supports/services-supports-for-parents-with-young-children/reporting-monitoring/00-public-ministry-reports/volume\\_9\\_mar\\_2017.pdf](https://www2.gov.bc.ca/assets/gov/family-and-social-supports/services-supports-for-parents-with-young-children/reporting-monitoring/00-public-ministry-reports/volume_9_mar_2017.pdf)

**Note:** 'Group Multi-Age' spaces have been excluded as it cannot be determined which spaces of a facility's reported enrolments are utilized, by age.

<sup>2</sup> A child care facility's Utilization Rate is determined by dividing its total enrollments for the month by the number of times a child care space can be used in a month. Two part-time enrollments are assumed to be equivalent to one full-time enrollment; 100% utilization of one child care space is assumed to be 22 full-time equivalent enrollments in a month.

Provincial government estimates of child care accessibility align with these findings on utilization rates. Accessibility of licensed child care spaces, by geography, is visualized in Figure 1 below. As can be seen, licensed care is generally more available for children aged 3-5 years in the Cowichan region compared to spaces for children aged 0-2 years. Parents in the CVRD are likely to face moderate to significant difficulty in finding care for their infants and toddlers, while care for preschool-aged children in this region is generally available.

**Figure 1: Accessibility of Licensed Child Care Spaces 2017-18 Cowichan Region**



Source: Ministry of Children and Family Development. Early Years Performance Indicators: 1.01 Accessibility of Licensed Child Care Spaces. Retrieved from <https://mcf.gov.bc.ca/reporting/services/early-years/performance-indicators>

Findings from surveys with licensed child care providers supported this analysis, suggesting moderate to significant difficulty in finding licensed child care for parents. Slightly less than three-quarters of licensed child care facilities surveyed (71%, n=55) reported that they had a waitlist for their program. This did not vary much across age groups; facilities that offer infant-toddler spaces were just as likely to have a waitlist as facilities that offer school-aged spaces. Table 7 below summarizes the frequency and size of waitlists at child care facilities, by age group served. It should be noted that these groups may not be mutually exclusive; a single facility may hold licenses for multiple age groups, and so the proportion of facilities reporting waitlists should be interpreted with caution and as indicative of general trends in demand only, rather than a definitive statement on the frequency of waitlists at child care facilities in the CVRD.

**Table 7: Waitlists at Child Care Facilities, by Age Group Served**

Age Group	Number of Facilities Licensed for this Age Group	Number of Facilities Reporting Waitlists	Proportion of Facilities Reporting Waitlists	Median Waitlist Size
Infant-Toddler	17	13	76%	8
Preschool Aged	49	35	71%	6
School Aged	55	42	76%	5
<b>Total</b>	<b>77</b>	<b>55</b>	<b>71%</b>	<b>12*</b>

\*This median is considerably higher than any of the individual age categories, due to the presence of several outliers in the data with waitlists of 60 or more – likely these are programs that offer multiple sites and are uniquely different from the majority of child care programs in the Cowichan region. 49% of facilities had waitlists with 10 or fewer children on their waitlist, and 74% had 20 or fewer children on their waitlist.

Among parents and caregivers, uptake and use of child care spaces is driven by a number of factors – personal choice and parenting approaches, external factors such as cost and accessibility, and other issues. Respondents to the parents and caregivers survey were split roughly in half in terms of child care use: 53% (n=171) reported using child care, and 47% (n=154) reported that they did not.

Respondents who reported that they did *not* use child care were asked what their primary reason for not using child care was. Reasons related to personal choice – such as preferring for one parent to stay home with their child(ren) – accounted for the choice of 47% (n=72) of respondents. External accessibility issues – including cost, availability, and location – were the main reason for not using child care among 42% (n=65) of respondents. Complex needs that could not be met at available facilities or other reasons accounted for the reason that 11% (n=16) of families did not use child care.

**Table 8: Reasons for Not Using Child Care**

Reason	Frequency	Valid Percent
<i>Personal Choice Reasons</i>		
I or my partner want to stay home with our child	44	29%
A family member is able to provide care	21	14%
My child is old enough to stay home alone	7	5%
<i>Accessibility Reasons</i>		
Fees for child care are too high	35	23%
Shortage of spaces or long waitlists	20	13%
Care not available during hours or days needed	7	5%
Care is too far away / no transportation	3	2%
<i>Complex Needs or Other Reasons</i>		
Care could not meet my child's extra support needs	3	2%
Care could not accommodate more than one child in my family	1	1%
Other	12	8%
<b>Valid Total</b>	<b>153</b>	<b>100%</b>
Prefer not to say / Missing	201	-

Source: Cowichan Child Care Planning Parents and Caregivers Survey, Fall-Winter 2019

These findings suggest that, were child care made more accessible in terms of cost, availability of spaces, extended hours, and location, demand for licensed child care would increase considerably. This is in line with findings from a City of Toronto child care demand study that simulated different affordability conditions; in the most affordable scenario (a \$20 per day cap on fees), researchers anticipated a 46% increase in demand for child care.<sup>3</sup> Given that current provincial government policy aims introduce universal child care and a \$10 per day cap on fees for parents, it can be anticipated that demand for child care in the CVRD will surge in the coming years.

Finally, it is important to note that this need for child care exists among households with older children. Among households with children only in the 6-12 year age range, more than one half (57%) said they do not use child care, but within this group more than one third (35%) cited external accessibility factors as the reason that they do not use child care. Among households with a mix of older and younger children, 38% did not use child care and of those, 41% cited external accessibility factors as their reason for not using child care.

**42% of parents and caregivers who don't use child care say this is because of accessibility issues like affordability and availability of spots.**

**Overall, 20% of all families in the Cowichan region do not use child care because it is inaccessible to them due to cost, lack of spaces, hours of care, or transportation issues.**

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<sup>3</sup> Cleveland et al. (2016). *City of Toronto Licensed Child Care Demand and Affordability Study*. Retrieved from <https://www.toronto.ca/wp-content/uploads/2017/12/8d0a-Community-Services-and-Facilities-Toronto-Demand-Affordability-Study-2016.pdf>

## EARLY CHILDHOOD EDUCATION AND CARE TRAINING

A focus group with recent graduates from ECE training programs at a variety of institutions on Vancouver Island and the Lower Mainland provided insights into the training experiences and career expectations that young people entering the field of ECE have.

### TRAINING AND EDUCATION EXPERIENCES

Most recent graduates felt positive about their experiences with the ECE training programs they had attended locally and/or online. Graduates noted that the programs provided recent graduates with a hands-on experience, the ability to develop and maintain friendships, and discuss their practicum experiences in their classes. Recent graduates were interested in an ECE career once they completed their training, both locally and abroad. Graduates are currently employed as ECEs and working with infant/toddler and preschool children.

### ENTERING THE WORK FORCE

#### Finding a Job

Most of the attendees agreed that there is no problem locating ECE jobs, as everywhere is always hiring, regardless of location. One individual described filling a mat leave position and then having that centre create a position just for her. Another described taking a part-time position, to find a place where she would be happier. Most of the participants have year round positions, but the ones who work in programs located on school grounds find it difficult to find a position for the summer months. They feel that finding employment is not the issue, and that most centre's will adapt positions to keep them. One mentioned taking casual work to increase variety, but that it can be hard bouncing around if subbing. There was also a great deal of concern regarding the number of new centre's opening versus the lack of qualified educators. Without teachers, there can be no spots.

#### Employment Conditions and Remuneration

There was no information given that described the expectations that the participants had prior to entering the ECE field. Most of them noted that their wages are not enough to make ends meet, and the amount of education required does not match up with the small amount of compensation gained. One attendee stated: "You don't go to university and expect to live pay cheque to pay cheque." Another participant who is currently in a training program for working with children with special needs said that she can only afford to do so because she still lives with very supportive parents. Many agreed that there were few benefits to becoming a full ECE when ECE assistants make almost as much for only a small percentage of the education. Even those who intended to go back to complete their education found it difficult to go back and finish when becoming a full ECE is such a big commitment. A couple participants knew individuals who had not bothered to complete their programs because "why would I stay in a program for 3-4 years for \$16 an hour?"

There was also a discussion surrounding the required 40 hours of professional development training that is required in order to maintain the ECE license. Most agreed on the importance of keeping up with professional development as licensed ECEs, and they are quite pleased with the options of training available to them. However, the workshops can be expensive: "\$50 for 3 hours." In order to keep their license they



need to pay for the workshops, but they cannot afford them because their wages are so low, which is not sustainable.

Expectations of whether or not the job would come with benefits did not seem to come up in the conversation. Some of the participants have benefits provided in their positions, while others did not. One discussed having left a position that provided benefits because they were unhappy in the job, but is now finding it difficult to no longer have those benefits that they were once used to. Many of the attendees work in centres that do not pay for their professional development, although some of their centre's do pay them for the hours they spend in the trainings. One attendee explained needing to pick their battles: "I get tired of asking the board for things all the time."

The participants did not say much in terms of the hours of work they expected prior to entering the ECE field. One did mention that their manager did not feel that ECE's should need a break, given that they eat their lunch with the children.

### **Overall Early Career Experiences**

Most of the attendees stated that they feel happy with their current position, although they would not mind having more financial compensation. They did mention that they need to be paid more, be recognized, respected and treated as professionals. But they "go home happy, singing songs every day."

## PROJECTED CHILD CARE NEEDS

In addition to examining current issues in child care and early childhood education delivery in the Cowichan region, this research projected future demand for child care in the Cowichan region. Projections for each of the five sub-regions in the CVRD are included in individual region reports, which are attached in Appendix F.

### METHODOLOGY FOR PROJECTING CHILD CARE NEEDS

Based on findings from these two broad lines of evidence – current child care demand and utilization, and projected future population changes – Malatest has developed a series of licensed space creation targets for 2021 through 2030. The approach to setting target spaces relied on expectations for higher demand among families in the Cowichan region in the coming years, tempered slightly by an overall decrease in the number of children under 12 living in the region.

Overall, findings suggest that approximately one in five households with older children (20%) have an unmet need for child care. When comparing this unmet demand to current child care spaces currently available, the CVRD would need to increase its overall spaces for children aged 0-12 years by approximately 37%. However, given the anticipated decrease in number of children in the CVRD overall, increases in coverage rates do not represent a straightforward 37% increase in the current number of child care spaces. Instead, space creation targets calculated a 37% increase in the proportional child care coverage, to meet demand, and then multiplied these coverage rates by projected populations in each age group to identify specific total spaces needed. Further, in some sub-regions and age groups where coverage was already quite high or quite low, this 37% increase in demand was adjusted up or down to better meet the needs of the communities.

Coverage targets for age groups were created based on this anticipated increase in demand, as well as existing literature regarding child care coverage rates for different age groups. Baseline or minimum target coverage rates were set for each age group:

- 55% for the 0-2 years age group;
- 85% for the 3-5 years age group; and
- 20% for the 6-12 years age group.

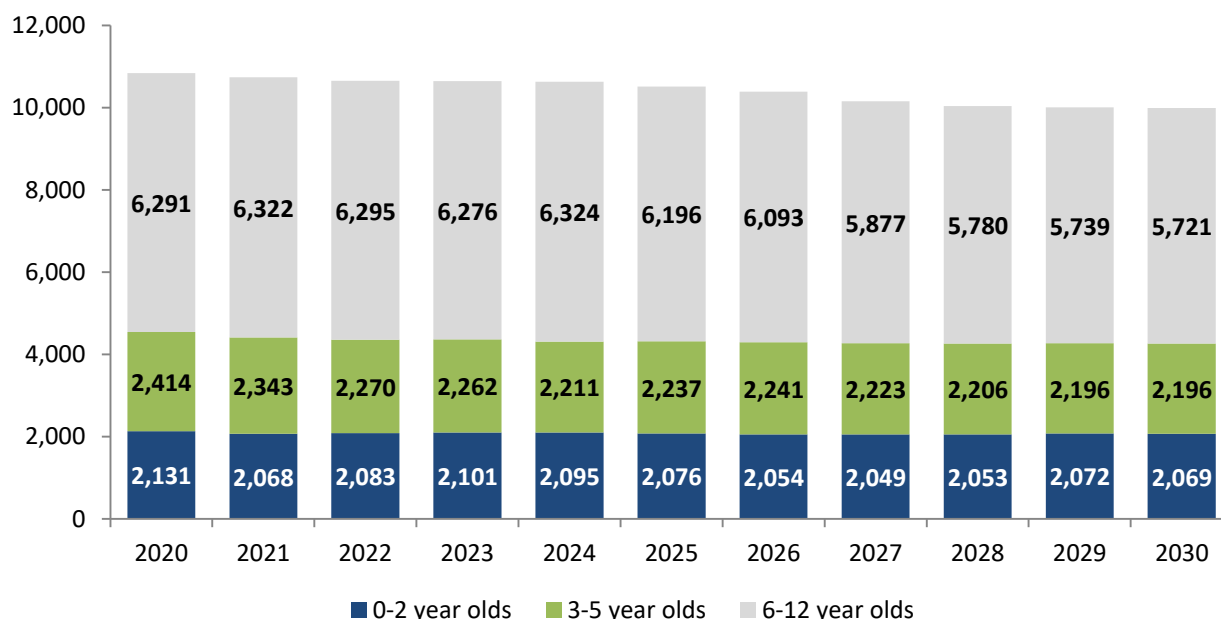
Targets for the infant-toddler and preschool-aged groups were set much higher than the generally-accepted minimum needed to avoid the designation of a “child care desert,” which is a 33% coverage rate for 0-5 year olds in Forward Sortation Areas (FSAs) with 50 or more children in this age group. Malatest set target coverage rates higher, based on numerous evidence from this research including high utilization rates in Southern Vancouver Island, key informant interviews emphasizing high demand for infant-toddler care, existing high coverage rates in the areas examined, and anticipated surges in future demand due to the expansion of provincially-led affordable child care programs.

Further, it should be noted that these target coverage rates were baselines that were adjusted up or down for each region (e.g., Cowichan Valley Central, Cowichan Valley North, etc.) based on unique factors facing each region. These baseline targets should not be taken as blanket guarantees of future coverage rates in the CVRD.

## PROJECTED DEMOGRAPHIC CHANGES, 2020-2030

While the total population of the CVRD is anticipated to grow by approximately 7% over the next ten years,<sup>4</sup> there is expected to be a notable decline in the number and proportion of children under the age of 12 over that same period. Overall, the population of children aged 0 to 12 years old is expected to decline by about 850, or 8% between 2020 and 2030. This change is shown in Figure 2 below.

**Figure 2: Population Change in Children Aged 0-12 Years, by Age Group, 2020-2030**



Source: BC Stats' 2020 PEOPLE Population Projection Data

Declines are moderate in the 0-2 and 3-5 years age groups, but larger in the 6-12 years age group. These population changes will have an impact on demand for child care services in the CVRD, overall and by age group.

## PROJECTED CHILD CARE SPACE NEEDS, 2020-2030

As described above, space creation targets for each age group were calculated from coverage rate targets, and projected populations of children in the Cowichan region over the next ten years. Coverage rate targets were set based on estimates of unmet demand in the region (based on parent and caregiver survey data, and key informant interviews), as well as literature regarding child care coverage and best practices in other jurisdictions. Some variation was incorporated for sub-regions within the CVRD, to account for existing coverage rates and unique community needs.

<sup>4</sup> BC PEOPLE Population Projection data for the Cowichan Valley Regional District estimate total population growth from 91,789 in 2020 to 98,644 in 2030. Data retrieved from <https://bcstats.shinyapps.io/popProjApp/>.

Overall, recommended space creation targets identify a need for 807 new child care spaces for children aged 0-12, by 2030. Table 9 below provides a breakdown of these space creation needs by age group, and for the short, medium, and long term.

**Table 9: Space Creation Targets by Age Group, CVRD Overall, 2020-2030**

Year	Total Spaces for Children 0-2 years	Total Spaces for Children 3-5 years	Total Spaces for Children 0-5 years	Total Spaces for Children 6-12 years	Total Spaces for Children 0-12 years
2020	387	1,160	1,547	823	2,370
2021	413	1,159	1,572	898	2,470
2022	462	1,158	1,620	984	2,604
2025	560	1,210	1,771	1,113	2,883
2030	677	1,268	1,945	1,190	3,135

While the number of space creation targets will be helpful for the CVRD for planning purposes, it is also important to note the difference in coverage rates that these changes will represent for families in the CVRD. Table 10 below summarizes the changes in coverage rates over time, as a result of the spaces recommended for creation in the coming decade.

**Table 10: Coverage Rates by Age Group, CVRD Overall, 2020-2030**

Year	Coverage Rate for Children 0-2 years	Coverage Rate for Children 3-5 years	Coverage Rate for Children 0-5 years	Coverage Rate for Children 6-12 years	Coverage Rate for Children 0-12 years
2020	18%	48%	13%	34%	22%
2021	20%	49%	14%	36%	23%
2022	22%	51%	16%	37%	24%
2025	27%	54%	18%	41%	27%
2030	33%	58%	21%	46%	31%

**It is recommended that, by 2030, the Cowichan region increase its number of child care spaces by 765: 290 for infants and toddlers, 108 for preschool-aged children, and 367 for school-aged children.**

In addition to projecting child care space needs by age group, this research broke down these space needs by care type. Projections for child care types attempted, to the greatest extent possible, to maintain the current proportional breakdown of child care spaces by care type in each region. However, target spaces within home-based care types (e.g., family child care and in-home multi-age child care) did not see much in the way of increased target spaces. This is due to the fact that space in these care programs is very limited – a maximum of seven or eight children – and most of these programs in the Cowichan region are already

fully subscribed. As such, the only way to meaningfully increase spaces in these programs would be to open new sites, and it was believed that encouraging child care operators to open new businesses would be significantly more challenging to promote and incentivize than adding spaces to other existing child care sites.

**Table 11: Space Creation Targets by Care Type, CVRD Overall, 2020-2030**

Type of Care	2020 Supply	Estimated Short-Term Need, 2021*	Estimated Short-Term Need, 2022*	Estimated Medium-Term Need, 2025*	Estimated Long-Term Need, 2030*
Group Child Care (Birth to 36 months)	182	205	243	309	379
Group Child Care (30 months to school age)	829	848	881	965	1,061
Licensed Preschool	304	316	331	362	397
Group Child Care (School age)	600	636	678	751	786
Multi-Age Child Care	155	167	174	197	212
Family Child Care	234	234	234	236	236
In-Home Multi-Age Child Care	64	64	64	64	64
<b>Total Spaces Needed</b>	<b>2,368</b>	<b>2,470</b>	<b>2,605</b>	<b>2,884</b>	<b>3,135</b>

\*Consultant estimates

## PROJECTED CHILD CARE SITE NEEDS

In addition to estimating the need for individual child care spaces, by age group and care type, over the next decade, Malatest developed estimates and recommendations on creation of child care programs to accommodate these additional spaces, and identified potential sites that could be used to house these additional child care programs. These estimates and recommendations are discussed in the sub-sections below.

### Program Creation

Malatest used its recommendations for space creation targets, by care type, to identify the number of additional programs that will be needed to accommodate these targets. In calculating the number of additional programs needed, the following assumptions or parameters were used:

- All programs will be fully subscribed to the legal maximums prescribed by the provincial government; and
- Where partial programs are needed (e.g., calculation indicated a need for 4.35 programs), number of needed programs were always rounded up to accommodate legal requirements for the *maximum* number of children in a program.

As a result of these approaches, these recommendations for additional programs needed should be taken as the minimum required to meet the space creation targets identified, but will also provide a small amount of additional capacity for more spaces if needed.

Further, it is important to note that Malatest has delineated a difference between *programs* and *sites*. “Program” refers to each licensed child care program that serves up to its maximum number of children. “Site” refers to the physical location (building and outdoor space) that serves one or more programs. Many of the larger child care operators host multiple programs at their site; for example, a child care operator who reports 24 spaces for infant-toddler group care hosts two programs, as the maximum number of children who can be served by that care type in a single program is 12.

Given that the UBCM inventory does not break down the number of programs at a specific site in this manner, the number of sites in 2020 is a best estimate based on the number of spaces that each operator reports offering and the applicable legal maximum enrolments for each type of care. It is also important to note that staffing shortages may be limiting the ability of sites to operate at their maximum potential capacity. For example, while the maximum number of children in a licensed preschool program is 20, there is also a requirement that there be a minimum of one ECE or ECE assistant for every ten children (with at least one full ECE required for every program). Therefore, it should not be assumed that simply because a site appears to have unfilled spaces based on potential maximum capacity, these sites could start meeting an increase in demand immediately.

Finally, it is important to note that although in some cases, there are negative net gains in programs between 2020 and 2030 based on Malatest’s recommendations, this should not be taken as a blanket recommendation to completely shutter child care programs or whole sites. Closure of child care sites would likely result in backlash from families in the community, and closure of sites in already poorly served areas could result in *no* child care sites being available to some families within a reasonable distance. Therefore, where there is potential to close child care programs, municipalities and electoral areas should consider:

1. Whether there is an opportunity to reduce the number of programs within a single site (e.g., if a child care centre currently operates the equivalent of two preschool-aged group care programs, could this be reduced to one in order to maintain access within the geographic area while still reducing the number of spaces?),
2. Whether closures would put hardship on the local community or neighbourhood to find alternative child care options, and
3. If there are opportunities to re-purpose program closures to offer other needed programs (e.g., if the preschool-aged group care is over-served, but additional programs are needed for birth to 36 months group care, can that program space be altered to serve a different group rather than shut down altogether?).

With these considerations in mind, Table 12 summarizes the changing needs for child care programs in the Cowichan region over the next ten years. Overall, there are increases for most care types, with the largest increases seen in infant-toddler group care (18 new programs needed), and multi-age care (13 new programs needed).

**Table 12: Change in Need for Child Care Programs, CVRD Overall, 2020-2030**

	Group Care, Birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, School Age	Multi-Age Care	Family Care	In-Home Multi-Age Care
2020 Spaces Reported	182	829	304	600	155	234	64
2020 Programs	20	45	21	30	19	34	10
2030 Target Spaces*	414	1023	386	844	243	241	72
2030 Programs Needed*	38	44	22	32	32	33	10
2030 Net Program Gain	18	-1	1	2	13	-1	0

Source: Union of BC Municipalities Community Child Care Planning Inventory (2020 spaces and programs only)

\*Consultant estimates

**Space creation targets will require the creation of 18 new infant-toddler group care programs, and 13 new multi-age care programs.**

### Program Space Needs

Each child care program is required to meet certain minimum space requirements, to ensure adequate area for care, activities, and enrichment for children served by the program. Based on the number of additional child care programs identified as needed in each sub-region of the CVRD, Malatest has calculated the amount of additional space – interior and exterior – needed to accommodate these additional programs. Below is a list of assumptions and limitations should be kept in mind when reviewing the estimates of additional space needed.

- Calculation of additional space needed for each program type was calculated based on provincial minimum requirements. These recommendations should be considered the *minimum* needed to legally open and operate the recommended child care programs.
- Malatest has assumed that all programs will be operating at maximum capacity, therefore calculation of site size was based on per-child space requirements at the maximum number of children allowable in a single program.
- There are different maximum program enrollments by age within the school-aged group care program; these programs may serve up to 25 children in the K-Grade 2 age group, and up to 30 children older than that. Malatest's calculations for space requirements for these programs are based on a "middle ground" assumption of enrollment at 28 children per program.
- Exterior space requirements for preschool and school-aged group care programs, as well as home-based care programs, specify that an exterior activity area must exist, but do not give space requirements. Malatest has maintained the general requirement of 7 m<sup>2</sup> per child that exists for other group care programs, to create estimates, however it should be noted that municipalities and electoral areas may have flexibility for these program types in terms of the exact size of outdoor activity areas.



- Provincial interior space minimums do not account for non-activity areas that may be required, such as hallways, janitorial closets, washrooms, and kitchens. Malatest has added a 25% allowance to interior space calculations to accommodate for these other spaces, based on recommendations from the City of Richmond's Child Care Design Guidelines.
- There are provincial allowances for some co-located programs to share required non-activity areas such as kitchen facilities and janitorial closets. This is an opportunity to reduce the total amount of space needed to meet new program requirements and maximize efficient use of available sites. However, given insufficient information available to Malatest regarding the total size of potential child care sites and thus the ability to co-locate programs at single sites, Malatest has not assumed that programs will be co-located and so the space recommendations here may be slightly higher than actual needs.
- Exterior space requirements account for activity areas accessible to children only. These exterior space requirements do not account for other space that may be required under applicable bylaws such as set-backs, parking spaces, or pick-up and drop-off areas.

With these considerations in mind, Table 13 summarizes program space needs by program type. Space needs are given for each program (columns three and four), and overall space needs to accommodate all needed programs of that type (columns five and six).

**Table 13: Interior and Exterior Space Needs to Serve Recommended Program Creation, 2030**

Care Type	New Sites Needed by 2030 (m <sup>2</sup> )	Interior Floor Space per Program (m <sup>2</sup> )	Exterior Activity Space per Program (m <sup>2</sup> )	Total Interior Space Needed, All Programs (m <sup>2</sup> )	Total Exterior Space Needed, All Programs (m <sup>2</sup> )
Group care, birth to 36 months	18	55.5	84.0	999.0	1512.0
Group care, 30 months to school age	-1	115.6	175.0	-115.6	-175.0
Licensed Preschool	1	92.5	140.0	92.5	140.0
Group care, school age	2	103.1	192.5	206.3	385.0
Multi-Age Care	13	37.0	56.0	481.0	728.0
Family Child Care	-1	32.4	49.0	-32.4	-49.0
In-Home Multi-Age Care	0	37.0	56.0	0.0	0.0

Reference: *Community Care and Assisted Living Act*. Child Care Licensing Regulation. Retrieved from [http://www.bclaws.ca/civix/document/id/loo70/loo70/12\\_319\\_89](http://www.bclaws.ca/civix/document/id/loo70/loo70/12_319_89)

### Potential Sites for Program Creation

Malatest has identified a number of potential sites for housing new child care programs throughout the Cowichan region. Due to the large size of the Cowichan region and existence of multiple "clusters" therein, please refer to individual region reports (included in Appendix F) to view potential sites for locating child care programs in each of the municipalities and electoral areas throughout the CVRD.

When reviewing these maps, it is important to note that Malatest did not assess potential future child care sites for their suitability for different types of child care programs. A number of issues that could not be addressed in the data that Malatest had available should be examined prior to making any final decisions about the suitability of potential sites, including:

- Interior and exterior floor space available, and whether there is sufficient space to meet minimum requirements for the intended care program(s);
- Building remediation and upgrading needs, whether it will be cost-efficient to make the building suitable for child care programs if such improvements are needed;
- Ability of municipalities and partner organizations to negotiate sale or leasing agreements with current property owners; and
- Accessibility of potential sites to likely child care users (e.g., whether the site is easily accessible by public transit, whether it would serve an area or neighbourhood that is currently under-served by child care programs, etc.).

Each local government should conduct a review of potential sites for these issues, as well as other concerns that may be relevant to community goals, prior to making any commitments to locate child care programs at any of these locations. A full list of potential sites, in tabular format, is provided in Appendix G.

## STAFFING NEEDS FOR FUTURE CHILD CARE PROGRAMS

Finally, as noted previously, the ability to offer child care spaces is limited not only by physical space at a site, but also by the number of staff available to supervise and care for children. Minimum staffing requirements are established by the provincial government and are applicable to all licensed child care programs, although requirements vary by program type.

Malatest has calculated the number of staff that will be needed to serve the new programs and number of new spaces recommended to be created in the Cowichan region by 2030. When calculating these requirements, the following assumptions were made:

- All programs recommended for creation will be fully subscribed;
- All programs will be staffed at the minimum qualification level required by the provincial government (e.g., if a program requires one ECE and one ECE assistant, Malatest assumed that the second staff member is qualified at the ECE assistant level and the program does not employ two full ECEs); and
- All staff work full-time (i.e., these are full-time equivalency, or FTE, positions).

It should also be noted that Malatest did not undertake a comprehensive labour market analysis of child care workers in the Cowichan region. Typically, forecasting for future labour market need would encompass surveying employers regarding not only their current number of employees and qualification levels, but also the ages and expected retirements of these employees, employee turnover rate, and other metrics that can be used to create a comprehensive forecast of labour market trends over the medium- to long-term. Although Malatest has calculated the anticipated number of new FTE positions that will be created by creating additional child care spaces and, thus, new child care programs, this forecast does not account for potential complicating factors in workforce needs such as coming retirements, “burnout rate” where workers – particularly those in caregiving work – leave the profession entirely, in- and out-migration of

qualified workers in the region, and other factors that can impact labour markets beyond simply graduation rates from eligible programs and positions available in the region.

With these considerations in mind, Table 14 summarizes the total needed child care workers, by qualification level, by 2030. Included in the table are both total labour pool needs in the Cowichan region, and the anticipated number of new FTE positions that will be created by the recommended increase in spaces by 2030.

Overall, the child care space creation targets identified in this report will require 31 new FTE positions for ECE-qualified workers, and 18 new FTE positions for ECE-qualified workers with additional infant-toddler training. There will also be a need for 16 new FTE ECE Assistants, and 5 new FTE child care workers with their Responsible Adult qualification.

**The Cowichan region will need 31 new ECE, 18 new ECE-IT, 16 new ECE-A, and 5 new Responsible Adult full-time positions by 2030.**

**Table 14: Child Care Worker Needs by Qualification Level, CVRD Overall, 2030**

	Group Care, birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, school age	Multi-Age Care	Family Child Care	In-Home Multi-Age Care	<i>Total Staffing Requirements</i>
<b>Total 2030 Programs Needed</b>	38	44	22	32	32	33	10	-
<b>Gain in Programs by 2030</b>	18	-1	1	2	13	-1	0	-
<b>Total ECE Infant-Toddler Needed</b>	38	0	0	0	0	0	0	<b>38</b>
<b>Gain in ECE Infant-Toddler Needed</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>
<b>Total ECE Needed</b>	38	44	22	0	32	0	10	<b>146</b>
<b>Gain in ECE Needed</b>	<b>18</b>	<b>-1</b>	<b>1</b>	<b>0</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>31</b>
<b>Total ECE Assistant Needed</b>	38	132	22	0	0	0	0	<b>192</b>
<b>Gain in ECE Assistant Needed</b>	<b>18</b>	<b>-3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16</b>
<b>Total Responsible Adult Needed</b>	0	0	0	96	0	33	0	<b>129</b>
<b>Gain in Responsible Adult Needed</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>-1</b>	<b>0</b>	<b>5</b>

## MUNICIPAL BYLAWS, RESOURCES, AND PLANS

While a number of areas for potential improvement and expansion of child care in the Cowichan region have been identified in this report, these suggestions should be considered within the context of broader municipal or regional needs, priorities, and plans. There are a number of areas under municipal jurisdiction, such as zoning and business licensing, that can be leveraged to support strong child care growth initiatives.

Table 15 below summarizes the types of municipal approaches that can have an impact on child care availability, affordability, and accessibility in a region. Summaries of the existence of each of these policy types, by municipality or electoral area, are provided in the regional reports attached in Appendix F.

**Table 15: Types of Local Government Policies and Resources, and their Impacts on Child Care**

Approach	Impacts on Child Care Access
<i>Strategies, Plans, and Policies</i>	
Child Care Strategy or Policy	<ul style="list-style-type: none"> <li>• Acknowledges child care as fundamental to supporting healthy children and communities</li> <li>• Provides guiding principles for municipal governments when working individually, with other levels of government, and/or with businesses and non-profit organizations; guiding principles help ensure that various initiatives and efforts are complementary and support one another</li> </ul>
Child care addressed in Official Community Plan	<ul style="list-style-type: none"> <li>• Ensures that child care facilities and businesses are incorporated into long-term community development goals, land use planning, and business licensing practices</li> </ul>
Child care addressed in Social Plan	<ul style="list-style-type: none"> <li>• Acknowledges links among social inequities and access to child care (e.g., poverty, gendered differences in labour force participation)</li> <li>• Provides guiding principles on creation and implementation of child care policies that address, or do not exacerbate, existing social inequities</li> </ul>
Child care considered a community amenity	<ul style="list-style-type: none"> <li>• Creates incentives for local government to approve appropriate zoning and business licensing for child care throughout region / city</li> <li>• If voluntary amenity contributions are available to developers, child care as an amenity incentivizes and leverages private capital to serve the community's child care needs</li> </ul>

Approach	Impacts on Child Care Access
<i>Municipal Resources</i>	
Municipal building space available for child care (any cost structure)	<ul style="list-style-type: none"> <li>• Deliberate set-asides for child care space can reduce market competition for operators and ensure availability of space</li> </ul>
Municipal grants for child care operating costs	<ul style="list-style-type: none"> <li>• Can provide funding to sustain specific child care operations, ensuring that specific communities maintain a minimum level of access</li> <li>• Grants at a municipal level allow for funding to be targeted to better meet specific community needs (more targeted than provincial operating grants)</li> </ul>
Municipal grants for child care capital projects	<ul style="list-style-type: none"> <li>• Can encourage creation or expansion of child care facilities in specific communities / neighbourhoods to meet community needs</li> <li>• Can help operators leverage private equity / investment that otherwise would not be sufficient to accomplish capital project</li> <li>• Creates physical space to support creation of needed child care spots</li> </ul>
Child care design guidelines available to child care operators	<ul style="list-style-type: none"> <li>• Clarifies requirements on child care facilities for operators, reducing confusion and facilitating capital projects</li> <li>• Can promote best practices or community goals through design guidelines and recommendations</li> </ul>
Child care information documents for residents	<ul style="list-style-type: none"> <li>• Facilitates access to child care for local residents, by making them aware of available licensed child care options</li> </ul>
Municipal child care program	<ul style="list-style-type: none"> <li>• Ensures a minimum number of child care spaces are available locally</li> </ul>
Municipal staff resource dedicated to child care	<ul style="list-style-type: none"> <li>• Can promote and enforce municipal requirements for child care businesses (thereby ensuring quality of care), advise on provincial requirements</li> <li>• Can promote information about available child care programs in municipality to families</li> </ul>



Approach	Impacts on Child Care Access
<i>Child Care Facilities Permitted In:</i>	
Single Family Residential Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>
Duplex (semi-detached) Residential Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>
Row House / Townhouse Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>
Apartment Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>
Mixed Use Zones	<ul style="list-style-type: none"> <li>Allows for a variety of child care providers to operate (home-based, group care)</li> </ul>
Commercial Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>
Public Use / Assembly Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>
Industrial Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>
Agricultural Zones	<ul style="list-style-type: none"> <li>Allows for a variety of child care providers to operate (home-based, group care)</li> </ul>
<i>Additional Zoning or Licensing Requirements for Child Care</i>	
Additional parking required for home-based care	<ul style="list-style-type: none"> <li>Potential to limit ability of child care operators to offer home-based child care</li> </ul>
Municipal Business License required for child care use	<ul style="list-style-type: none"> <li>Additional fees and submission requirements can create barriers to opening a child care business, or operating a child care business legally</li> </ul>
Non-resident child care staff are permitted	<ul style="list-style-type: none"> <li>Allows home-based child care operations to accommodate more children, if space on property allows</li> </ul>
Additional outdoor play space requirements / recommendations above provincial standards	<ul style="list-style-type: none"> <li>More thorough requirements may limit the number of spaces in a municipality that may house child care facilities, potentially reducing the overall number of operators and/or increasing operational costs through increased rent and competition for space</li> </ul>
Additional building requirements beyond the BC Building Code	<ul style="list-style-type: none"> <li>More thorough requirements may limit the number of buildings in a municipality that may house facilities, potentially reducing the overall number of operators and/or increasing operational costs through increased rent and competition for qualifying buildings.</li> </ul>

## SUMMARY

### CURRENT STATE OF CHILD CARE IN THE CVRD

A considerable portion of this research project involved examining the current state of child care in the CVRD, on topics ranging from the availability and accessibility of child care to the quality of existing child care options in the region.

#### Availability of Child Care for Families

Overall, the CVRD has a coverage rate of 22% for children aged 0-12 years old; this means that for every five children in this age group in the CVRD, there is approximately one child care space at existing facilities and programs. This coverage rate varied considerably by age group; preschool-aged children (3-5 years) tended to have the highest coverage rates among all regions within the CVRD, while children aged 6-12 years tended to have the lowest coverage rates. In many regions, coverage rates for infants and toddlers (birth to 2 years) were under 33%, qualifying these regions as *child care deserts*.

Child care availability also ranged considerably by region, from a low of 8% for all children aged 0-12 year (Cowichan Valley West) to a high of 43% for this same age group (Cowichan Valley North). Four out of five regions qualified as child care deserts for children in the 0-2 years age group, but only one region qualified as a child care desert for children aged 3-5 years.

Availability and the need for more child care spaces was an issue that was raised in qualitative interviews, as well as survey data. More than one-half of all parents and caregivers indicated that a lack of available spaces was a barrier to their families accessing their preferred type of child care. Among child care providers who participated in the survey, nearly three quarters reported having a waitlist and almost all (95%) indicated a need for more child care spaces in the CVRD. Approximately 70% of child care providers recommended *doubling* the current number of child care spaces available in the region.

#### Utilization of Existing Child Care Spaces

Utilization rates of existing child care spaces in the Southern Vancouver Island region are highest for the 0-2 years age group (87%) and lowest for the 6-12 years age group (42%). These numbers align with qualitative data from child care providers, suggesting that the highest demand and greatest shortages of space currently in the CVRD are in the infant-toddler age group. Given the high utilization rate in this group, as well as low coverage rates in most parts of the CVRD, it is likely that parents of infants and toddlers who are in need of care are currently finding it very difficult to find available spaces for their children.

#### Accessibility of Child Care

Beyond availability of spaces, the ability of a family to use child care services can be impacted by other accessibility factors such as cost, ability of services to meet their child(ren)'s needs, and the availability of services during hours when parents need care (e.g., overnight care for shift workers). Approximately one-half of parents and caregivers of children noted that cost was a barrier to accessing their preferred type of care.

Availability of child care at non-traditional hours was a challenge for about one-quarter of parents and caregivers, although this varied by region. In regions where a larger proportion of parents work shift work

(e.g., Cowichan Valley North), there was a higher reported need for child care at non-traditional times such as early morning, evening, and overnight. Approximately one-half of child care providers recognized that early morning hours were needed to better meet the needs of local families, but one-third or less of respondents agreed that other extended hours were needed such as later evening care.

A small proportion of parents – less than 10% - indicated that a barrier to using child care was due to being unable to find care providers who could provide additional support services needed by their children. Further, approximately three-quarters of child care providers in the CVRD reported that they are able to provide care for children with additional support needs, suggesting that while current child care services are currently not meeting the needs of all families with additional support needs in the region, the gap in care is relatively small.

### Quality of Child Care

Accessibility and inclusivity for children were perceived by parents and caregivers, and the general public, to be an area where current child care services are not meeting quality expectations. Less than one-half of these groups felt that child care services in the CVRD were inclusive of children with additional support needs, or inclusive of the diversity of their local communities. These findings suggest that inclusivity and diversity are areas for targeted improvements in the coming years.

However, majorities of parents and caregivers reported that they were satisfied with *their own personal child care arrangements*, suggesting that those who are receiving child care services do believe that their children are being well taken care of in the programs. This also suggests that inclusivity may not be a high priority for parents and caregivers in assessing overall quality of care.

### PROJECTED DEMOGRAPHIC CHANGES IN THE CVRD

While the total population of the CVRD is expected to grow by about 7% over the next ten years, the population of children aged 0-12 years old is expected to *decline* by about 8% (or 850 children) over that same time frame. This decline will be smallest in the infant-toddler age group, which will decline by about 3% (around 60 children), but declines will be about 9% in the 3-5 years and 6-12 years age groups.

Changes over the next ten years were not projected out for qualitative population data, such as family structure or diversity. Recent Census data, however, indicate the following about families in the CVRD:

- 68% of families with children are led by two parents, 32% by a single parent;
- 29% of individuals in the CVRD fall within the Low Income Measure, meaning that they make 50% or less of the region's median income;
- 14% of individuals in the CVRD identify as Indigenous, with 11% identifying as First Nations;
- 14% of individuals are immigrants to Canada;
- English is the mother tongue of 91% of individuals in the CVRD, and the language spoken most often at home among 97% of individuals.

While immigration (rather than birth rate) is expected to be a primary driver of population growth in the CVRD over the next decade, this immigration will include intraprovincial (i.e., from elsewhere in B.C.), intranational (i.e., from elsewhere in Canada), and international (i.e., from another country) immigrants.

## PROJECTED CHILD CARE NEEDS, 2020-2030

### Child Care Spaces

Despite anticipated declines in the population of children aged 0-12 years old, there is a need in the CVRD for aggressive increases in child care coverage rates in all age groups, but especially in the 0-2 years age group. The recommended increases in coverage rates more than outweigh the anticipated declines in population, resulting in the recommendation for a net increase in child care spaces of 765. This increase breaks down by age group as follows:

- 290 new spaces for the 0-2 years age group by 2030;
- 108 new spaces for the 3-5 years age group by 2030; and
- 367 new spaces for the 6-12 years age group by 2030.

These targets will ensure that no area within the CVRD will qualify as a child care desert, with a minimum 33% coverage rate for children under 5 in all regions. For regional breakdowns of recommended space creation targets, please refer to regional reports.

### Child Care Programs

As there are legal limits to the number of children that can be served in any one child care program, the addition of these new child care spaces will require the creation of a number of new programs. Malatest has recommended the creation of the following program care types overall for the Cowichan region:

- 18 new group care programs for infants and toddlers;
- 1 fewer group care program for preschool-aged children;
- 1 new licensed preschool;
- 2 new group care programs for school-aged children;
- 13 new multi-age child care programs;
- 1 fewer family child care program; and
- No change to in-home multi-age child care programs.

These recommendations are based on largely maintaining the proportional breakdown of care types in the region that already exists. Consultation with families about what care types are preferred, and why, may be needed to supplement these recommendations and reduce friction with local families as the child care landscape in Cowichan changes over the coming decade.

### Site and Space Needs

When reviewing potential sites for the location of child care programs, minimum space requirements set by the provincial government should be accounted for. Malatest has calculated the minimum interior and exterior space requirements needed, per program, for each of the above-listed care types.

Care Type	Minimum Interior Space (m <sup>2</sup> )	Minimum Exterior Activity Space (m <sup>2</sup> )
Group Care, birth to 36 months	55.5	84.0
Group Care, 30 months to school age	115.6	175.0
Licensed Preschool	92.5	140.0
Group Care, school age	103.1	192.5
Multi-Age Care	37.0	56.0
Family Child Care	32.4	49.0
In-Home Multi-Age Care	37.0	56.0

## CHILD CARE PROVIDERS' NEEDS

Child care providers who participated in this research – whether surveys or interviews – provided insight into the current challenges facing child care providers in offering more spaces for children in their facilities. In addition, a focus group with recent ECE graduates from a variety of programs on Vancouver Island and the Lower Mainland provided insight into the motivations and preferences for people entering the child care workforce.

### Workforce Expansion

Due to the needed expansion in number of child care spaces, and number of child care programs, in the Cowichan region, Malatest anticipates that there will be a need for a large number of qualified child care workers, at a variety of levels. This includes:

- 18 FTE positions for ECEs with infant-toddler training;
- 31 FTE positions for ECEs;
- 16 FTE positions for ECE Assistants; and
- 5 FTE positions for workers with a Responsible Adult qualification.

Due to an anticipated surge in demand for child care across the province, as the provincial universal child care program continues to roll out and expand, it is anticipated that similar demand for these positions will be seen throughout the province. For this reason, workforce planning to meet these needs should focus on increasing the number of qualified graduates locally, rather than relying on recruitment from outside the region – it is likely that most regions will be trying to recruit child care and early childhood education workers.

### Education and Qualifications

Child care providers who responded to the survey identified recruiting and retaining staff with higher-level qualifications (e.g., ECE or higher) was a major challenge that limited their abilities to offer child care. In key informant interviews, many providers tied this challenge to the generally low wages offered in the field, particularly when considering the level of education required for the work and the high level of investment and energy it takes to do the daily work.

Recent graduates from ECE programs reported similar attitudes among themselves and their peers with regards to the education investment relative to the income earned in the career. It was noted that, given the relative returns on education investment, it can be more worthwhile to become an ECE assistant rather than a full ECE. In addition, the ongoing professional development requirements to maintain an ECE license, at one's own expense, can be an additional deterrent to committing to a full ECE education and career.

### **Remuneration**

Related to the above, low pay in the child care sector was raised among nearly all key informant interviewees as a challenge to recruiting individuals to the sector in general (e.g., encouraging youth to pursue post-secondary education in early childhood education), and in recruiting and retaining ECEs at individual child care centres due to high demand for qualified ECEs and, therefore, competition among existing child care centres for a limited number of qualified individuals in the region.

Despite the high demand for ECEs, wages in the field remain low due to a variety of factors such as high operating costs, requirements for maximum student-to-educator ratios, and the realities of how much parents are willing or able to pay towards child care each month. For these reasons, increasing pay for this crucial role may require support from governments at the local or provincial levels, to guarantee a minimum pay rate or offer supplementary pools of funding to "top up" pay for these workers.



## RECOMMENDATIONS

Below are a series of recommendations for a child care strategy in the Cowichan region. These recommendations incorporate findings from all three major lines of inquiry: population projections and target setting for future child care spaces and programs; stakeholder consultation regarding the availability, accessibility, and quality of child care in the region; and secondary data review of existing municipal policies, resources, and bylaws among communities in the Cowichan region.

While this report is intended for the use of the Cowichan region and its constituent local governments, there are a number of priority areas for change that are outside the jurisdiction of municipal and regional governments. Therefore, recommendations listed here include comments on responsible and/or contributing levels of government.

Finally, it should be noted that the specific actions for municipal, regional, and provincial governments are not meant to be definitive recommendations; they are suggestions for actions that would support the overarching recommendation. Each community and government must consider their local context, mandate, and other factors when deciding which actions to pursue.

## INCREASING COVERAGE RATES

### **Increase the number of child care spaces as per the recommended space creation targets.**

This report has provided a detailed breakdown of recommended space creation targets, by age group and by care type (see Tables 9 and 11). Malatest recommends making efforts to meet these targets within the time frame specified, with regular review and assessment of capacity to ensure these targets remain relevant.

#### **Local Government Actions**

- Review and revise existing bylaws and regulations that may be artificially limiting the ability of child care operators to offer child care (e.g., space requirements per child that are above provincial requirements), to enable existing operators to offer more child care spaces
- Incorporate targets for the creation of child care spaces and programs into community planning and strategy documents, to promote a coherent and complementary approach to child care across all departments of municipal government
- Consider creating grants to fund child care operations and/or capital investment projects, to support the creation of new programs and spaces
- Explore opportunities to acquire sites, either through purchase or lease agreements, to be made available to child care operators to support target spaces and programs

#### **Provincial Government Actions**

- Make available grant funds for capital projects to support child care space and program creation targets
- As the rollout of the Universal Child Care program continues, anticipate providing funding to child care centres aligned with space and program creation targets

### Emphasize increasing infant/toddler spaces.

Space creation targets place a strong emphasis on infant/toddler spaces; this reflects both the comparatively low current coverage rate for this age group, as well as demand voiced by stakeholders who participated in this research. Malatest recommends that efforts to expand child care coverage in the region should ensure that creation of infant/toddler spaces are prioritized.

#### Local Government Actions

- Should target space creation targets be revised, municipal governments should consider the resulting coverage rates and aim for, at a minimum a 33% coverage rate for children aged 0-2 years old
- Incorporate language in official community plans and social plans that acknowledges the importance of infant/toddler child care in allowing mothers to re-enter the workforce, thus reducing “brain drain” in local sectors as well as promoting gender equity

#### Provincial Government Actions

- As the rollout of the Universal Child Care program continues, set aside a certain proportion of funding to be dedicated to infant/toddler spaces in the region

## CREATING NEW CHILD CARE SITES

### Support creation of new child care programs and sites.

The space creation targets recommended by Malatest will necessitate the creation of new child care programs and, likely, opening of new child care centres and facilities in the region. This will require considerable capital investment that could be aided by support from both municipal and provincial governments.

#### Local Government Actions

- Consider making current available municipal space (e.g., unused space in municipal buildings) available for the exclusive use of child care programs
- Consider leasing / renting available municipal space to child care programs for no, nominal, or below-market rates
- Examine opportunities to acquire sites (e.g., closed elementary schools) for the operation of child care programs
- Consider making municipal grants available for capital investment projects, to leverage private dollars to expand existing child care sites

#### Provincial Government Actions

- Make grants available for capital investment projects, either to renovate and build new sites or to expand existing sites
- Consider working with regional and municipal governments to promote acquisition of sites for child care use

## ACCESSIBILITY

### Consider public accessibility of potential new child care sites.

Accessibility and location of child care sites was noted by a number of stakeholders in this research; many noted that there are a number of child care facilities that are not accessible by public transit. This results in the child care programs under-serving the community, particularly lower income families who may not have access to a personal vehicle. Accessibility and location of child care sites should be considered when examining potential child care sites.

#### Local Government Actions

- Incorporate language into official community plans and/or social plans emphasizing the need for child care sites to serve the entire community, and therefore be accessible by public transit
- When assessing potential future sites for child care programs, consider accessibility by public transit and prioritize locations that are more accessible
- If offering capital investment grants to existing child care operators to expand sites, consider weighting application criteria to favour sites that are more accessible by public transit

#### Provincial Government Actions

- If offering capital investment grants to existing child care operators to expand sites, consider weighting application criteria to favour sites that are more accessible by public transit
- Incorporate consideration of accessibility by public transit into any potential land transfers with municipal or regional governments, prioritizing sites with public transit access for child care use

### Consider need for, and incentivize, child care with extended and non-traditional hours.

Shift work poses a unique challenge to finding child care options. Very few child care sites in the Cowichan region offer extended hours such as early morning, late evening, or overnight care. Yet, for families where one or both parents are employed in shift work, there is a need to find child care options that can provide reliable care during these hours.

#### Local Government Actions

- If municipal operating grants are offered, consider weighting application criteria to favour programs that offer non-traditional hours
- If municipal space is being used for child care programs, consider options to allow access to facilities during these extended hours.
- Explore options with provincial government to locate child care programs in major hospitals in the region, to provide child care for those who work shifts in the hospital

#### Provincial Government Actions

- If provincial operating grants are offered, consider weighting application criteria to favour programs that offer non-traditional hours
- Explore options with municipal and regional governments to locate child care programs in major hospitals in the region, to provide child care for those who work shifts in the hospital

## AFFORDABILITY

### Attend to affordability as a key aspect of the expansion of child care in the Cowichan region.

Affordability of child care was noted as a major barrier to child care, and to child care of choice, among parents and caregivers in this research. Further, child care space targets set out in this report have assumed a considerable increase in demand due to an increase in affordability. As such, affordability of child care for families in the region should be a major priority for municipal, regional, and provincial governments.

#### Local Government Actions

- Incorporate language into official community plans and/or social plans, acknowledging the importance of child care being affordable to local residents to ensure equal opportunity and accessibility for all children
- Examine opportunities to financially support child care operators through granting funds (e.g., for training and upgrading, for operating costs, for capital investment projects)
- Examine opportunities to reduce child care operators' overhead through making municipal space available to them for no, nominal, or below-market rent

#### Provincial Government Actions

- Continue the rollout of the Universal Child Care program, which provides child care to families at a low, flat cost per day (currently \$10 per day)
- Examine opportunities to financially support child care operators through granting funds (e.g., for training and upgrading, for operating costs, for capital investment projects)

## SUPPORTING CHILD CARE WORKERS AND PROVIDERS

### Promote child care as a career to youth in the Cowichan region.

The space creation targets recommended by Malatest will require the creation of many full-time equivalency child care positions throughout the Cowichan region. As a result, there will be a large need in the region for qualified child care workers, particularly those with higher levels of qualifications (e.g., ECE, ECE with infant-toddler and/or special needs training).

#### Local Government Actions

- Promote child care work as a career through community programs and space (e.g., an ad campaign in recreation centres and local schools)

#### Provincial Government Actions

- Promote child care work, particularly the ECE qualification, through existing career promotion programs (e.g., the *Find Your Fit* tour has an ECE station, this tour could be brought to Cowichan region secondary schools)
- Consider expanding ECE programs at post-secondary institutions on Vancouver Island to ensure sufficient graduates to meet demand over the coming ten years

### **Promote the ECE qualification, and ECE with special training, to current and potential child care workers.**

During this research, Malatest heard from recent graduates of ECE programs that the ECE qualification itself was perceived to be financially burdensome, when considering the investment required and the anticipated pay of an ECE-qualified position. Many noted that it made more financial sense to seek a lower level of qualification, such as an ECE Assistant, because the difference in pay between the roles was not much different. In addition, many child care program operators noted that they faced significant challenges finding qualified staff, particularly ECEs and ECEs with infant-toddler and special needs training.

#### **Local Government Actions**

- Consider creating a municipal grant to support upgrading to ECE and ECE with special training skills, for existing child care operators

#### **Provincial Government Actions**

- Consider opportunities to reduce the financial burden of ECE qualifications (e.g., bursaries standard to all students in ECE programs, other) to make the qualification more attractive to potential students
- Promote upgrading of lower-level child care qualifications (e.g., Responsible Adult, ECE Assistant) to full ECE accreditation through targeted ad campaigns in child care programs at post-secondary institutions in B.C.
- Promote a higher wage for fully qualified ECEs, either as part of or in addition to the ongoing Universal Child Care program; may be accomplished through wage subsidies or other means to create a higher “floor” wage for ECEs

### **Support ECEs in maintaining their credentials through affordable professional development opportunities.**

Child care workers qualified as ECEs must participate in regular professional development in order to maintain their credential over time; this training is typically paid for by the individual, creating another barrier or disincentive for child care workers to pursue and/or maintain their full ECE qualification. Supporting ongoing professional development for ECEs can help to reduce this burden and better meet the need for qualified child care workers in the Cowichan region.

#### **Local Government Actions**

- Consider creating a municipal child care resource position, which would (among other responsibilities) undertake polling of child care programs and help to organize local, affordable professional development opportunities for child care workers
- Consider creating a municipal grant to support ongoing ECE professional development training, for existing child care operators

#### **Provincial Government Actions**

- Consider incentivizing regular professional development for ECEs through dedicated provincial grants available to all licensed child care operators in the Cowichan region

## IMPROVING QUALITY OF CHILD CARE

### Promote cultural diversity in child care centres.

The diversity of child care centres in the Cowichan region was rated poorly by both the general public and parents and caregivers of children, in this research. Diverse child care centres that reflect the communities in which they are located provide children with higher quality, more enriching care that promotes inclusive communities. As such, promoting cultural diversity should be a priority under the general initiative of improving quality of child care.

#### Local Government Actions

- Consider creating a municipal child care resource position, which would (among other responsibilities) regularly collect information on diversity within child care centres and promote best practices in diversity to child care centres
- Ensure affordable child care is available in all communities and neighbourhoods (see recommendations regarding placement of sites and space targets), to enable families to send their children to programs that are nearby and that are reflective of the diversity of their communities

#### Provincial Government Actions

- As the Universal Child Care program continues to roll out, consider incentives for children attending child care centres local to their homes, to ensure that child care centres reflect their communities

### Promote inclusion of children with extra support needs in child care programs.

Families of children with extra support needs can struggle to find spaces for their children in licensed child care programs, due to the additional resourcing and staffing required to accommodate these children. In particular, the need for specialized training for ECEs to provide care for children with additional support needs has resulted in limited qualified staff available at these child care programs, and high demand for care among the sites that are able to accommodate children with extra support needs.

#### Local Government Actions

- Consider creating a municipal grant fund to promote training and upgrading for child care workers, including obtaining training for ECEs to obtain their Special Needs qualification

#### Provincial Government Actions

- Consider creating a provincial grant fund to promote training and upgrading for child care workers, including obtaining training for ECEs to obtain their Special Needs qualification
- Promote the ECE-SN training designation among students and alumni of child care programs at Vancouver Island universities, through ad campaigns and other promotional materials



### Promote best practices in child care through monitoring and accountability measures.

While most parents and caregivers in the survey for this research rated their own child care arrangements highly, overall perception of child care quality in the Cowichan region was middling. Promotion of standards and best practices in licensed child care can provide guidance to providers (particularly during periods of rapid expansion) and build public confidence in the quality of child care offered locally.

#### Local Government Actions

- Consider creating a municipal child care resource position, which would (among other responsibilities) collect key performance indicators from local child care centres to monitor quality, and promote best practices through promotional materials and other initiatives

#### Provincial Government Actions

- Create a set of key performance indicators for regular monitoring and measurement of child care quality
- Liaise with municipal child care resources to promote best practices endorsed by the provincial government, identify regional needs and provide support

## **APPENDIX A: PARENT AND CAREGIVER SURVEY**

## Cowichan Child Care Plan Parent/Guardian Survey

### Your opinion matters!

A Child Care Needs Assessment is being conducted to assist with planning the creation of new child care spaces for the Cowichan region. This survey is an opportunity for you, as a **parent/guardian**, to share your thoughts and experiences with child care in your local community.

### Who can participate?

If you live in the Cowichan Valley Regional District (CVRD), the City of Duncan, the Municipality of North Cowichan, the Town of Ladysmith or the Town of Lake Cowichan and have at least one child 0-12 years of age, this survey is for you! It is important that only one survey is completed per household. The best person in the household to complete the survey is the adult who is most familiar with your family's child care arrangements.

**The survey will take approximately 15 minutes to complete.**

Malatest, an independent research firm, has been contracted to conduct the survey on behalf of the Cowichan region. Your participation in this survey is voluntary. Your feedback will be used to develop a Child Care Action Plan. Your individual responses will be kept anonymous; responses will be grouped together to create the final report. All information you provide will be protected under the British Columbia provisions of the *Freedom of Information and Protection of Privacy Act (FOIPPA)*. More information about our privacy policy can be found at <http://www.malatest.com/Privacy.htm>

### Chance to win a prize!

At the end of the survey you will have a chance to enter a draw to win a \$50 or \$100 grocery voucher or Amazon gift card or one of five \$50 RecCowichan gift cards.

If you have any questions about the survey, please email Malatest at [Cowichanchildcare@malatest.com](mailto:Cowichanchildcare@malatest.com) or call 1-800-665-5848 ext. 314.

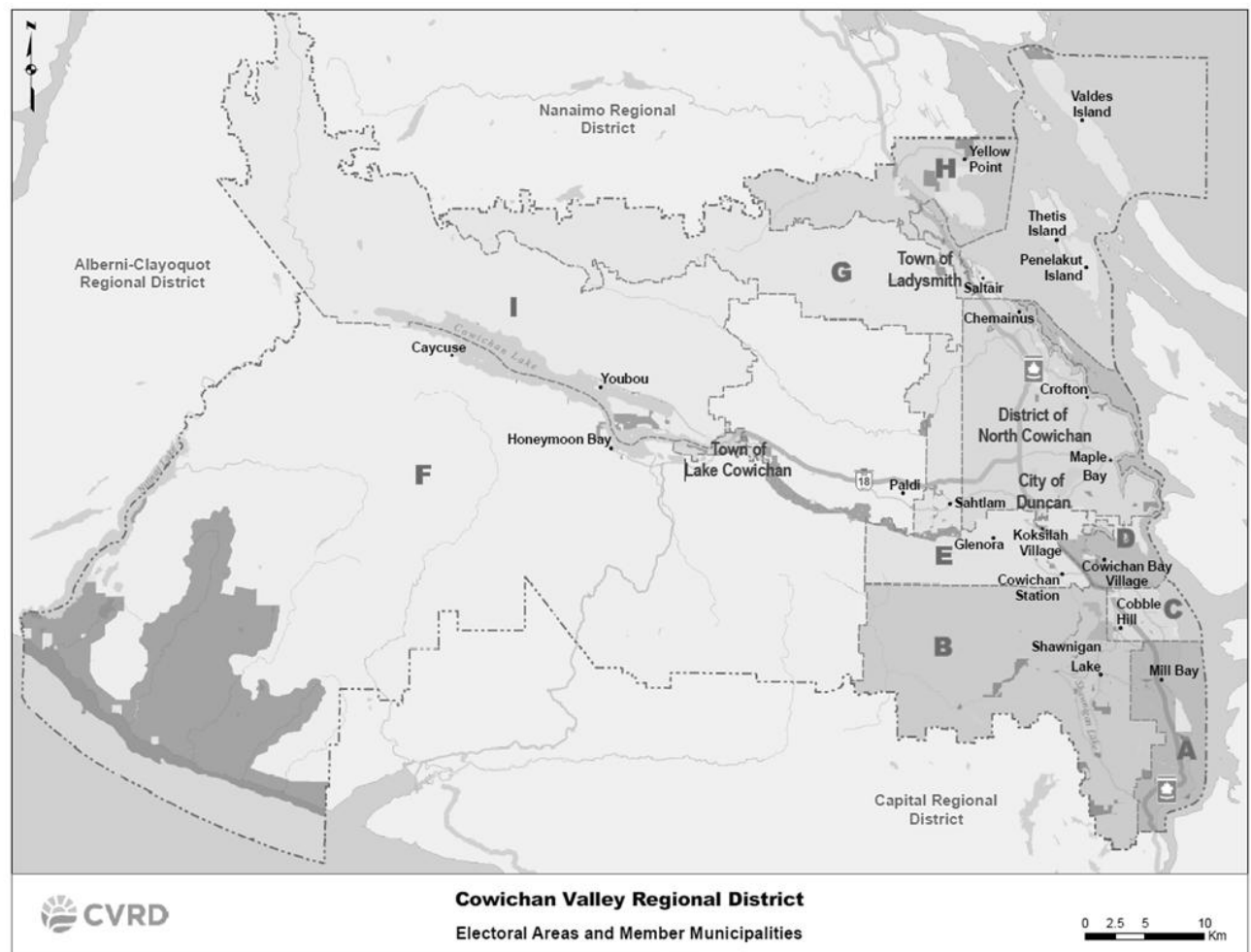
**Thank you for your participation!**



Which area best represents where you live?

- |  |   |
|--|---|
| <input type="checkbox"/> City of Duncan                        | <input type="checkbox"/> Electoral Area E – Cowichan Station /<br>Sahtlam / Glenora |
| <input type="checkbox"/> District of North Cowichan            | <input type="checkbox"/> Electoral Area F – Cowichan Lake South /<br>Skutz Falls    |
| <input type="checkbox"/> Town of Ladysmith                     | <input type="checkbox"/> Electoral Area G – Saltair / Gulf Islands                  |
| <input type="checkbox"/> Town of Lake Cowichan                 | <input type="checkbox"/> Electoral Area H – North Oyster / Diamond                  |
| <input type="checkbox"/> Electoral Area A – Mill Bay / Malahat | <input type="checkbox"/> Electoral Area I – Youbou / Meade Creek                    |
| <input type="checkbox"/> Electoral Area B – Shawnigan Lake     | <input type="checkbox"/> Outside the Cowichan Region                                |
| <input type="checkbox"/> Electoral Area C – Cobble Hill        |   |
| <input type="checkbox"/> Electoral Area D – Cowichan Bay       |   |

☐ Other → Please specify: \_\_\_\_\_



What is your postal code? \_\_\_\_\_ - \_\_\_\_\_

## SECTION A: Family Profile

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We would like to start by asking you some questions about you and your family.

A1. I am a:

- ☐ Mother of child(ren) 12 years of age or younger
- ☐ Father of child(ren) 12 years of age or younger
- ☐ Legal guardian of child(ren) 12 years of age or younger
- ☐ Other → Please specify: \_\_\_\_\_

A2. Are you?

- ☐ Working full-time (30 or more hours/week)
- ☐ Working part-time (less than 30 hours/week)
- ☐ On maternity, parental or caregiver leave
- ☐ Recovering from an illness of disability
- ☐ Going to school and working
- ☐ Going to school and not working
- ☐ Unemployed and looking for work
- ☐ Unemployed and not looking for work
- ☐ Prefer not to answer
- ☐ Other → Please specify: \_\_\_\_\_

A3. Do you have a partner/spouse?

- ☐ Yes
- ☐ No → **Go to question A5**

A4. Which best describes your partner/spouse's current work/study situation?

- ☐ Working full-time (30 or more hours/week)
- ☐ Working part-time (less than 30 hours/week)
- ☐ On maternity, parental or caregiver leave
- ☐ Recovering from an illness of disability
- ☐ Going to school and working
- ☐ Going to school and not working
- ☐ Unemployed and looking for work
- ☐ Unemployed and not looking for work
- ☐ Other → Please specify: \_\_\_\_\_
- ☐ Prefer not to answer

A5. How many children do you have that are 12 years of age or younger? \_\_\_\_ children

A6. Please provide the ages of the child/children you have 12 years of age or younger, identify if they attend child care, and if so, the cost of child care per month, and the average number of hours each child is in child care.

Child's Age:	Does this child have extra support needs? Yes / No	Check if the child is enrolled in child care	Average child care cost per month or total per month for all children	Average # of hours in child care per week
Child 1. _____			\$_____ month	_____ hours/week
Child 2. _____			\$_____ month	_____ hours/week
Child 3. _____			\$_____ month	_____ hours/week
Child 4. _____			\$_____ month	_____ hours/week
Child 5. _____			\$_____ month	_____ hours/week
Child 6. _____			\$_____ month	_____ hours/week
Child 7. _____			\$_____ month	_____ hours/week
Child 8. _____			\$_____ month	_____ hours/week
<b>Total</b>			\$_____ month	

## SECTION B: Child Care Arrangements

We are interested in your current child care arrangements and your experiences with child care services in the region.

**If you do not use child care, go to B1. If you use child care, go to B3**

B1. What is your main reason for not using child care?

- |  |  |
|--|--|
| <input type="checkbox"/> I/my partner/spouse want to stay at home with our child(ren)      | <input type="checkbox"/> Staff qualifications inadequate                                 |
| <input type="checkbox"/> Family member is able to provide care                             | <input type="checkbox"/> Care could not accommodate more than one child in my family     |
| <input type="checkbox"/> Cost – fees for child care being too high                         | <input type="checkbox"/> Care could not meet my child's extra support needs              |
| <input type="checkbox"/> Availability of care - shortage of spaces or long waiting lists   | <input type="checkbox"/> Care could not meet my language or cultural needs               |
| <input type="checkbox"/> Schedule – care not available during hours/days needed            | <input type="checkbox"/> Programming and/or philosophy did not meet my needs/preferences |
| <input type="checkbox"/> Quality – lack of quality care                                    | <input type="checkbox"/> My child is old enough to stay home alone                       |
| <input type="checkbox"/> Location – child care is located too far away / no transportation | <input type="checkbox"/> Other → Please specify: _____                                   |
| <input type="checkbox"/> Lack of licensed care providers                                   |  |

B2. If you were able to find affordable child care, what impact would it have for you or your partner/spouse? Check all that apply

- |   |  |
|---|--|
| <input type="checkbox"/> It would have no impact            |  |
| <input type="checkbox"/> Obtain employment                  | <input type="checkbox"/> Gain more education/update training/credentials |
| <input type="checkbox"/> Work more hours                    | <input type="checkbox"/> Reduce family stress levels                     |
| <input type="checkbox"/> Accept a promotion                 | <input type="checkbox"/> Improve mental health                           |
| <input type="checkbox"/> Switch jobs                        | <input type="checkbox"/> Other → Please specify: _____                   |
| <input type="checkbox"/> Have fewer absences at work/school |  |

→ **Go to Section C**



B3. What type of child care do you currently use (not including occasional babysitting) and when? Check all that apply

Child Care Type	Check if you currently use this type of care	Is this your preferred choice of care? Yes/No	Full-time Monday to Friday daytime	Part-time Monday to Friday daytime	Before school	After school	Overnight	Drop-in or emergency care	Weekends
<u>Family Child Care/In-Home Multi-Age Care</u> in a child care provider's own home									
<u>Group Child Care</u> for children aged less than 36 months (infant and toddler)									
<u>Group Child Care</u> for children aged 30 months to school age (3-5 years)									
<u>Multi-age Child Care</u> for children of various ages (multi-age from infant to age 12)									
<u>Preschool</u> (maximum of four hours per day) for children aged 30 months to school age									
<u>School-Age Care</u> for children who attend school, either before and/or after school hours									
<u>License-Not-Required Family Child Care</u> for up to two children (or a sibling group who are not related to them).									
<u>Care by a relative</u> other than parent (e.g., grandparent, sibling)									
<u>Care by a non-relative</u> in the child's home (e.g., nanny)									
Other → Please specify: _____									
Other → Please specify: _____									

B4. What are the barriers to you accessing your preferred choice of child care? Check all that apply

- ☐ There are no barriers to accessing preferred choice of child care → **Go to question B5**
- ☐ Cost – fees for child care being too high
- ☐ Availability of care - shortage of spaces or long waiting lists
- ☐ Schedule – care not available during hours/days needed
- ☐ Quality - lack of quality care
- ☐ Location - child care is located too far away / no transportation
- ☐ Lack of licensed care providers
- ☐ Staff qualifications inadequate
- ☐ Care could not accommodate more than one child in my family
- ☐ Care could not meet my child's extra support needs
- ☐ Care could not meet my language or cultural needs
- ☐ Programming and/or philosophy did not meet my needs/preferences
- ☐ Other → Please specify: \_\_\_\_\_

B5. Overall, how satisfied are you with the quality of care your child receives through your current child care arrangements? Check applicable box

Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	Don't Know

B6. What would improve your satisfaction with the quality of care your child receives through your current child care arrangements? Check all that apply

- ☐ Nothing, I am satisfied
- |  |  |
|--|--|
| <input type="checkbox"/> More flexible hours           | <input type="checkbox"/> Higher educator to child ratios                 |
| <input type="checkbox"/> Lower cost                    | <input type="checkbox"/> More highly trained/qualified staff             |
| <input type="checkbox"/> More <u>inclusive</u>         | <input type="checkbox"/> More support for my child's extra support needs |
| <input type="checkbox"/> Improved communication        | <input type="checkbox"/> Healthy snacks provided                         |
| <input type="checkbox"/> More toys/resources           | <input type="checkbox"/> More physical activity promoted and supported   |
| <input type="checkbox"/> Improved programming          | <input type="checkbox"/> My language or cultural needs reflected         |
| <input type="checkbox"/> Other → Please specify: _____ |  |

## SECTION C: Child Care in the Cowichan Region

We are interested in your opinions on the child care options available in the Cowichan region.

C1. On a scale of 1-5, where 1 is 'strongly disagree' and 5 is 'strongly agree,' please rate your agreement with the following statements.

I feel child care options in the Cowichan region...	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Don't Know	Prefer Not to Answer
a. provide all the services/supports necessary for children to succeed?							
b. are <u>inclusive</u> of children of all abilities, including children with <u>extra support needs</u> ?							
c. <u>reflect the diversity of your community</u> ?							
d. offer <u>quality</u> child care?							

By inclusive we mean that children of all abilities, including children with extra support needs have equitable access to quality child care and are supported in learning through play along with other children in a regular program.

By 'extra support needs' we mean children requiring support beyond that required by children in general due to a developmental delay or disability in one or more of the following areas: physical, cognitive, social, emotional, communicative, or behavioural.

By 'reflect the diversity of your community' we mean child care that recognizes a range of abilities, cultures, ethnicities, and family types represented in your community.

C2. What could be done to improve the child care services in your local area? Check all that apply

☐ Nothing, no improvements needed → **Go to question C3**

- |   |   |
|---|---|
| <input type="checkbox"/> Offer more flexibility in hours      | <input type="checkbox"/> Offer more support for children with extra support needs |
| <input type="checkbox"/> Make child care more affordable      | <input type="checkbox"/> Carry out more quality checks                            |
| <input type="checkbox"/> Improve training of child care staff | <input type="checkbox"/> Employ more educators                                    |
| <input type="checkbox"/> Offer more inclusive care options    | <input type="checkbox"/> Improve pay for child care staff                         |
| <input type="checkbox"/> Offer child care in my language      | <input type="checkbox"/> Provide more government funding/benefits                 |
| <input type="checkbox"/> Create more spaces                   | <input type="checkbox"/> Include healthy meals and snacks                         |
| <input type="checkbox"/> Improve transportation/access        |   |
| <input type="checkbox"/> Provide healthy meals/snacks         |   |
| <input type="checkbox"/> Other → Please specify: _____        |   |
| <input type="checkbox"/> Don't know                           |   |

C3. If child care were offered at a reduced cost (e.g., \$10 per day or less if adjusted for income), how would this impact you and/or your partner/spouse (if applicable)? Check all that apply

☐ It would have no impact → **Go to question C4**

☐ Gain employment

☐ Work more hours

☐ Accept a promotion

☐ Switch jobs

☐ Have fewer absences at work/school

☐ Gain more education/update my training/credentials

☐ Improve my/our families stress levels/mental health

☐ Change current child care type

☐ Have more children

☐ Other → Please specify: \_\_\_\_\_

C4. Is there anything else you would like to tell us about the quality, affordability or accessibility of child care in the Cowichan region?

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☐ Not at this time

#### SECTION D: A Few Questions About You

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In this final section, you will be asked some questions about yourself and your family. The reason we are asking these questions is so that we can begin to understand how the topics discussed in this questionnaire affect different groups of people (for example, lone parents/caregivers, women, ethnic minorities, Indigenous families etc.). As we mentioned at the beginning of the survey, the information you provide will be kept confidential, meaning it will be grouped with other responses and will not be reported individually.

D1. What is your age?

- ☐ 18 or younger
- ☐ 19-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65 and older
- ☐ Prefer not to answer

D2. What language do you speak most often at home?

- ☐ English
- ☐ French
- ☐ Other → Please specify: \_\_\_\_\_
- ☐ Prefer not to answer

D3. Are you?

- ☐ A single parent household
- ☐ Married/Common-law
- ☐ Multi-generational family living in the same household
- ☐ Prefer not to answer

D4. Do you identify as an Indigenous person (i.e., First Nations, Métis, Inuit, or other North American Indigenous group)?

- ☐ Yes → **Go to question D7**
- ☐ No
- ☐ Prefer not to answer

D5. Are you? Check all that apply

- ☐ White
- ☐ South Asian (for example, East Indian, Pakistani, Sri Lankan, etc.)
- ☐ Chinese
- ☐ Black
- ☐ Filipino
- ☐ Latin American
- ☐ Arab
- ☐ Southeast Asian (for example, Vietnamese, Cambodian, Laotian, Thai, etc.)
- ☐ West Asian (for example, Iranian, Afghan, etc.)
- ☐ Korean
- ☐ Japanese
- ☐ Other → Please specify: \_\_\_\_\_
- ☐ Prefer not to answer

D6. How long have you lived in Canada?

- ☐ Less than 1 year
- ☐ 1 to 2 years
- ☐ 3 to 5 years
- ☐ 6 to 10 years
- ☐ More than 10 years
- ☐ I have always lived in Canada
- ☐ Don't know
- ☐ Prefer not to answer

D7. What is the highest level of education you have attained?

- ☐ Less than high school
- ☐ Graduated high school
- ☐ Some commercial, technical or vocational college or trade-certificate
- ☐ Graduated commercial, technical or vocational college or trade-certificate
- ☐ Some university
- ☐ Completed university
- ☐ Postgraduate
- ☐ Don't know
- ☐ Prefer not to answer



D8. Do you or your partner/spouse (if applicable) work shift work?

- ☐ Yes, I work shift work
- ☐ Yes, my partner/spouse works shift work
- ☐ No
- ☐ Prefer not to answer

D9. What is your annual household income before tax?

- ☐ Under \$20,000
- ☐ \$20 000 - \$29,999
- ☐ \$30,000 - \$39,999
- ☐ \$40,000 - \$49,999
- ☐ \$50,000 - \$59,999
- ☐ \$60,000 - \$69,999
- ☐ \$70,000 - \$79,999
- ☐ \$80,000- \$89,999
- ☐ \$90,000 - \$99,999
- ☐ \$100,000 - \$109,999
- ☐ \$110,000 - \$119,999
- ☐ \$120,000 - \$129,999
- ☐ \$130,000 - \$139,999
- ☐ \$140,000 - \$149,999
- ☐ \$150 000 – \$159,999
- ☐ \$160,000 - \$169,999
- ☐ \$170,000 - \$179,999
- ☐ \$180,000 - \$189,999
- ☐ \$190,000 - \$199,999
- ☐ \$200,000 or above
- ☐ Don't know

D10. Does your family receive income from any of the following sources?

Source of Income	Yes, my household receives this	No, my household does not receive this	Don't know
B.C. Affordable Care Benefit			
B.C. Income Assistance			
Canada Child Benefit			

## SECTION E: Prize Details and Future Contact

---

E1. Would you like to be entered into a draw to win a \$50 or \$100 grocery gift card or a RecCowichan gift card?

☐ Yes

☐ No → **Go to E3**

E2. Please provide your contact details so we can enter you into a prize draw as a thank you for your time.

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Phone: (    ) \_\_\_\_\_ - \_\_\_\_\_

Email: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City or Town: \_\_\_\_\_

Postal Code: \_\_\_\_\_

E3. Would you be interested in participating in further discussions about child care in your community or future research?

1. No → **Thank you for participating!**

2. Yes

E4. Shall we use the same contact as provided previously?

1. Yes → **Thank you for participating!**

2. No → **Go to E5**

E5. Please provide your contact details so we can contact you for further discussions about child care in your community or future research.

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Phone: (    ) \_\_\_\_\_ - \_\_\_\_\_

Email: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City or Town: \_\_\_\_\_

Postal Code: \_\_\_\_\_

**Thank you for participating in this survey. Your input will help us understand child care needs in the Cowichan region for future child care planning.**



## **APPENDIX B: CHILD CARE PROVIDER SURVEY**

## Cowichan Child Care Plan Child Care Provider Survey

### **Your opinion matters!**

A Child Care Needs Assessment is being conducted to assist with planning the creation of new child care spaces for the Cowichan region. This survey is an opportunity for you, as a **child care provider**, to share your thoughts and experiences on child care in the Cowichan region.

### **Who can participate?**

If you provide child care in the Cowichan Valley Regional District (CVRD), the City of Duncan, the Municipality of North Cowichan, the Town of Ladysmith and/or the Town of Lake Cowichan, this survey is for you!

### **The survey will take approximately 15 minutes to complete.**

Malatest, an independent research firm, has been contracted to conduct the survey on behalf of the Cowichan region. Your participation in this survey is voluntary. Your feedback will be used to develop a Child Care Action Plan. In appreciation of your time and feedback, you may receive an Executive Summary of the Child Care Needs Assessment for the Cowichan region. Please provide your contact information at the end of the survey if you would like an Executive Summary.

If you have any questions about the survey, please contact Malatest at:

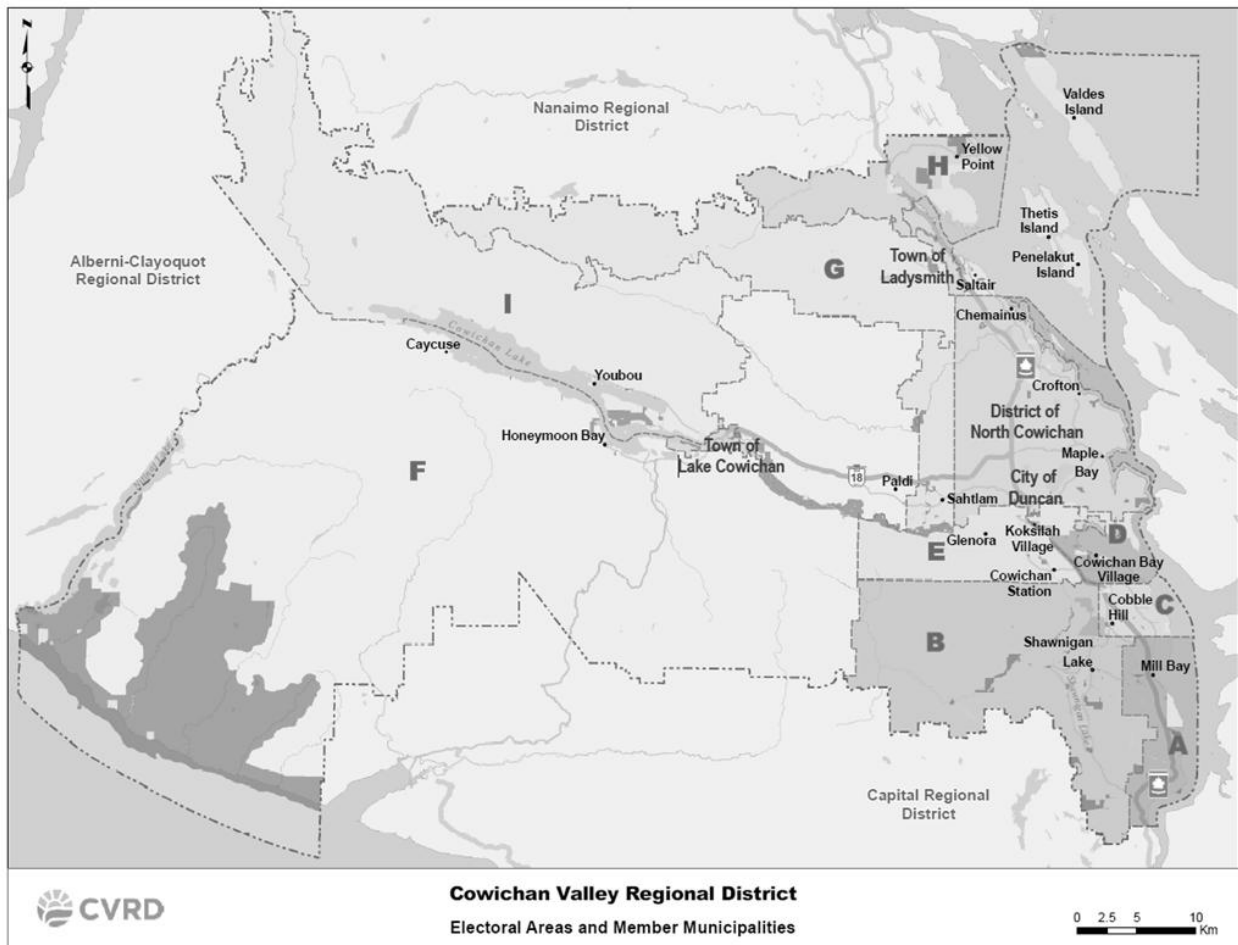
CowichanProvider@malatest.com or 1-800-665-5848 ext. 314

**Thank you for your participation!**



Which jurisdiction do you provide child care services in?

- |  |  |
|--|--|
| <input type="checkbox"/> City of Duncan                        | <input type="checkbox"/> Electoral Area E – Cowichan Station / Sahtlam / Glenora |
| <input type="checkbox"/> District of North Cowichan            | <input type="checkbox"/> Electoral Area F – Cowichan Lake South / Skutz Falls    |
| <input type="checkbox"/> Town of Ladysmith                     | <input type="checkbox"/> Electoral Area G – Saltair / Gulf Islands               |
| <input type="checkbox"/> Town of Lake Cowichan                 | <input type="checkbox"/> Electoral Area H – North Oyster / Diamond               |
| <input type="checkbox"/> Electoral Area A – Mill Bay / Malahat | <input type="checkbox"/> Electoral Area I – Youbou / Meade Creek                 |
| <input type="checkbox"/> Electoral Area B – Shawnigan Lake     | <input type="checkbox"/> Outside the Cowichan Region                             |
| <input type="checkbox"/> Electoral Area C – Cobble Hill        |  |
| <input type="checkbox"/> Electoral Area D – Cowichan Bay       |  |
- ☐ Other → Please specify: \_\_\_\_\_



What is the postal code of the location where you provide child care services? \_\_\_\_\_ - \_\_\_\_\_

## SECTION A: About You

---

A1. What is your role/position? (Check one that best describes you)

- ☐ Executive Director/Director/Manager/Owner
- ☐ Supervisor/Coordinator
- ☐ Educator
- ☐ Other → Please specify: \_\_\_\_\_

A2. What is your current level of education/certification? Check all that apply

- ☐ No ECE Training
- ☐ Some ECE Training
- ☐ Responsible Adult Certification
- ☐ Basic ECE Certification
- ☐ Post-Basic Infant/Toddler ECE Certification
- ☐ Other → Please specify: \_\_\_\_\_
- ☐ Post-Basic Special Needs ECE Certification
- ☐ Bachelor's Degree in Early Childhood Education
- ☐ Master's Degree in Early Childhood Education

A3. What is/are the main way(s) you prefer to access professional development opportunities for you and/or your educators (if applicable)? Check all that apply

- ☐ In-person training delivered locally
- ☐ In-person training that you have to travel to
- ☐ Online training
- ☐ Training provided by my centre/organization
- ☐ Other → Please specify: \_\_\_\_\_

A4. What professional development topics would you and/or your educators (if applicable) benefit from? Check all that apply

- |  |  |
|--|--|
| <input type="checkbox"/> Early Childhood Education (ECE) training              | <input type="checkbox"/> Maintaining children's health, safety and nutrition |
| <input type="checkbox"/> BC Early Learning Framework Theory                    | <input type="checkbox"/> Interpersonal communication                         |
| <input type="checkbox"/> BC Early Learning Framework in Practice               | <input type="checkbox"/> Special Needs --> Please identify: _____            |
| <input type="checkbox"/> Child growth and development                          | <input type="checkbox"/> Inclusivity --> Please identify: _____              |
| <input type="checkbox"/> Child guidance  | <input type="checkbox"/> Indigenous learning --> Please identify: _____      |
| <input type="checkbox"/> Advocacy for children, families and the field         | <input type="checkbox"/> Trauma-informed practice                            |
| <input type="checkbox"/> Self-care as related to supporting effective practice | <input type="checkbox"/> Other → Please specify: _____                       |
| <input type="checkbox"/> Development of program policies                       | <input type="checkbox"/> Don't know  |
| <input type="checkbox"/> Infant/Toddler (RIE)                                  |  |
| <input type="checkbox"/> Risky play  |  |
| <input type="checkbox"/> Addressing human resources issues                     |  |
| <input type="checkbox"/> Managing child care programs                          |  |



A5. What have been your greatest challenges related to professional development?

Check all that apply

- |   |   |
|---|---|
| <input type="checkbox"/> Cost   | <input type="checkbox"/> Difficulty getting staff coverage so that I can attend |
| <input type="checkbox"/> Inconvenient location(s)   | <input type="checkbox"/> No online training options available                   |
| <input type="checkbox"/> Inconvenient time(s)   | <input type="checkbox"/> No in-person training options available                |
| <input type="checkbox"/> Learning opportunities available would not provide the skills or knowledge myself or my educators need | <input type="checkbox"/> No challenges  |
| <input type="checkbox"/> Other → Please specify: _____  |   |
| <input type="checkbox"/> Don't know   |   |

A6. Does your centre promote physical literacy (i.e., developing children's skills, confidence and love of movement to be physically active)?

- ☐ Yes
- ☐ No → Why not? \_\_\_\_\_

A7. Do you feel it is important for child care professionals in the region to have a venue for communicating about this child care plan or other issues that arise?

- ☐ Yes → Go to A8
- ☐ No → **Go to Section B**

A8. What would be the best location for child care professionals in the region to meet?

- ☐ Ladysmith Community Centre/Library
- ☐ Duncan Community Centre/Library
- ☐ Chemainus Community Centre/Library
- ☐ Other → \_\_\_\_\_

A9. How frequently should child care professionals in the region meet?

- ☐ Weekly
- ☐ Monthly
- ☐ Every two months
- ☐ Twice a year
- ☐ Once a year
- ☐ Other → \_\_\_\_\_

A10. What is the preferred time for child care professionals in the region to meet?

- ☐ Evenings
- ☐ Saturday
- ☐ Sunday
- ☐ Weekday
- ☐ Other → \_\_\_\_\_



## SECTION B: About Other Educators at Your Child Care Centre

B1. Please tell us about the child care educators currently employed at your centre?

☐ I/my child care centre do/does not employ any other educators → **Go to question B2**

How many educators do you currently employ with the following?	Number	Average hourly wage in this position
No child care training		\$ /hour
Some child care training		\$ /hour
Responsible Adult Certification		\$ /hour
ECE Assistant		\$ /hour
Basic ECE Certification		\$ /hour
Post-Basic Infant/Toddler ECE Certification		\$ /hour
Post-Basic Special Needs ECE Certification		\$ /hour
Post-Basic I/T and Special Needs ECE Certification		\$ /hour
Child and Youth Care (CYCC) Diploma		\$ /hour
BC Teaching Certificate		\$ /hour
Bachelor's Degree in Early Childhood Education		\$ /hour
Master's Degree in Early Childhood Education		\$ /hour
Other → Please specify: _____		\$ /hour

B2. Do you and/or the educators that you employ receive any of the following benefits?

☐ No benefits provided → **Go to Section C**

Benefits	Check if you receive benefits	Check if the educators receive benefits
Paid sick days		
Paid leave/vacation time		
Health benefits (e.g., dental plans and/or prescription medication coverage)		
Retirement benefits		
Opportunities for promotion		
Professional development at reduced or no cost		
Coverage for professional development		
Reduced child care fee		
Priority for a child care space		
Other → Please specify: _____		

## SECTION C: Your Child Care Centre

C1. Is your child care centre...

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Not-for-profit            | <input type="checkbox"/> Aboriginal Head Start (AHS) | <input type="checkbox"/> First Nations Government |
| <input type="checkbox"/> Sole Proprietor           | <input type="checkbox"/> Public Institution          | <input type="checkbox"/> Band/Tribal Council      |
| <input type="checkbox"/> Corporate/Limited Company | <input type="checkbox"/> Partnership                 | <input type="checkbox"/> Don't know               |

C2. Which best describes the location of your child care services?

- ☐ Privately owned building
- ☐ Church
- ☐ Government building
- ☐ Public school building/property
- ☐ Independent school building/property
- ☐ Other non-profit building (e.g., community centre, municipal building, band office)
- ☐ College/university/post-secondary institution
- ☐ Other → Please specify: \_\_\_\_\_

C3. Is the facility a publicly-owned asset?

- ☐ Yes
- ☐ No

C4. If your services are provided within a school building, in which school is it located?

- ☐ School name: \_\_\_\_\_
- ☐ Not applicable

C5. Does your organization have multiple child care locations in the Cowichan Region?

- ☐ Yes → How many? \_\_\_\_\_
- ☐ No

C6. Do you provide licensed child care?

- ☐ No I do not provide licensed child care → **Go to C7**
- ☐ Yes → What type of license(s) does your child care centre hold? Check all that apply:

License Type	Check if yes	Number of spaces
Group child care - birth to 36 months		
Group child care - 30 months to school age		
Licensed preschool - 2.5 years old to school age		
Group child care - school age (before-and-after school care)		
Multi-age child care		
Family child care		
In-home multi-age child care		
Occasional child care		
Child-minding		
Other → Please specify: _____		

C7. How many children do you or your organization provide care for in each of the following age groups and what is the average cost per child in each age group?

Enter "0" if none in an age group.

Age Group	Number of children	Average cost per child per day
Infants (18 months and under) if in a separate in a room		\$
Toddlers (19-36 months) if in a separate in a room		\$
Infant and toddler (Under 36 months) if in the same classroom		\$
Pre-school age (2.5-5 years old)		\$
School-age (5 years or older)		\$
Other → Please specify: _____		\$

C8. Are there any family service organizations located within the premises where you run your child care services?

☐ Yes → What is/are their name(s)? \_\_\_\_\_

☐ No

☐ Don't know

C9. At what time(s) does your child care centre offer child care? Check all that apply.

☐ Full-time (Monday to Friday daytime) → Hours: \_\_\_\_am to \_\_\_\_ pm

☐ Part-time (Monday to Friday daytime) → Hours: \_\_\_\_am to \_\_\_\_ pm

☐ Extended hours (~Before 6am or after 7pm) → Hours: \_\_\_\_am to \_\_\_\_ pm

☐ Before school

☐ After school

☐ Overnight

☐ Drop-in or emergency care

☐ Weekends

☐ Other → Please specify: \_\_\_\_\_

C10. Do you offer child care services on statutory holidays?

☐ Yes

☐ No

C11. a. **Excluding** statutory holidays (i.e. Christmas day, New Years day, Easter), how many days does your centre close a year? \_\_\_\_\_ days

b. Do any of these days reflect extended closures in the summer months?

☐ Yes

☐ No

C12. Does your child care centre currently have a wait-list?

- ☐ Yes  
☐ No → **Go to question C14**

C13. How many children are currently on the waitlist?

Age Group	Number of children
Infants (18 months and under) if separated	
Toddlers (19-36 months) if separated	
Infant and toddler (under 36 months) if not separated	
Pre-school age (2.5-5 years old)	
School-age (5 years or older)	
Other → Please specify:	
<b>TOTAL</b>	

C14. Do you offer any of the following “extras” at your child care centre? Check all that apply.

Extras	Check if provided	Check if additional cost to parents
Meals for children		
Supplemental nutrition program		
Snacks for children		
Field trips		
Late pick-up or early drop-off		
Other → Please specify:		
Other → Please specify:		

C15. Do you provide care for children with extra support needs?

- ☐ Yes  
☐ No

C16. Does your child care centre receive support or resources from....

Support or Resources	Check if yes
Supported Child Development (SCD)	
Aboriginal Supported Child Development (ASCD)	
Child Care Resource and Referral Centre	
Other → Please specify:	
Other → Please specify:	



C17. What supports or resources other than those identified in C16, do you need in order to provide care for children with extra support needs?

- ☐ Additional staffing
- ☐ Smaller class sizes
- ☐ Staff with specialized training
- ☐ Additional rooms /speciality rooms (e.g., sensory room)
- ☐ Adaptive equipment
- ☐ One-on-one support
- ☐ Other → Please specify: \_\_\_\_\_

C18. Is your program guided by the BC Early Learning Framework in supporting children's play and learning?

- ☐ Yes
- ☐ No
- ☐ Don't know

C19. Roughly what proportion of families at your child care centre receive the Affordable Child Care Benefit (ACCB)

- ☐ 0%
- ☐ 5-14%
- ☐ 15-24%
- ☐ 25-49%
- ☐ 50-74%
- ☐ 75-100%

#### **SECTION D: Child Care Needs in the Cowichan Region**

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We are interested in your opinions on the child care options available in the Cowichan region.

D1. Based on your knowledge of your community, which of the following hours of care would best meet the needs of the families requiring child care? Check all that apply.

- ☐ Traditional hours: Monday to Friday within the hours of 8am and 6pm
- ☐ Early morning hours (before 8am)
- ☐ Later evening hours (after 6pm)
- ☐ Weekends or holidays
- ☐ Before school, after school, or during school closures
- ☐ Drop-in or emergency care
- ☐ Other → Please specify: \_\_\_\_\_

D2. Based on your knowledge of your community, what is the approximate need for the number of more child care spaces in the community?

- ☐ No more child care spaces required
- ☐ More child care spaces required → How many?
- ☐ Less than half as many
- ☐ Half as many more as we have now
- ☐ Double what we have now
- ☐ Other → \_\_\_\_\_
- ☐ Don't know

D3. What would motivate you to increase the number of child care spaces at your centre?

Check all that apply

- ☐ Ability to hire qualified ECEs
- ☐ Ability to retain qualified ECEs
- ☐ More physical space
- ☐ More funding
- ☐ More interest or need in the community
- ☐ Other → Please specify: \_\_\_\_\_
- ☐ Nothing

D4. In terms of increasing the number of quality child care spaces in the region, to what extent do you feel the following would be 'barriers' to possible future expansion? Please rate the following from 1 to 5 (1="Not a Barrier" and 5="A Major Barrier").

	Not a Barrier				A Major Barrier	Don't Know	Prefer Not to Answer
	1	2	3	4	5		
a. Ability to find well-trained staff							
b. Ability to increase wages to attract/retain staff							
c. Ability to expand existing space/add more spaces to existing location							
d. Licensing/bylaw restrictions							
e. Other operating expenses (e.g., rent, utilities)							
f. Other → Please specify: _____							
g. Other → Please specify: _____							



D5. What other challenges do you feel exist with respect to possible expansion of child care in the region?

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D6. What could be done to improve the child care services in your local area?

- ☐ Increased educator wages
- ☐ Increased availability of qualified/well trained staff
- ☐ Enhanced coordination of child care programming in the region
- ☐ Other → Please specify: \_\_\_\_\_

D7. Is there anything else you want to tell us about the child care needs of your community?

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## SECTION E: Future Discussions

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E1. Would you be interested in participating in future discussions or research with Malatest or your community regarding child care needs in your community?

- ☐ Yes, with Malatest
- ☐ Yes, with representatives from my community
- ☐ No

Please provide your contact information if you are interested in participating in future discussions or research. Note that only Malatest will know how you responded to the survey.

**Please print:**

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

Phone number: ( \_\_\_\_\_ ) \_\_\_\_\_

Email: \_\_\_\_\_

E2. Would you be willing to promote a survey regarding child care needs in your community to parents/guardians at your child care centre?

- ☐ Yes, I would be willing to distribute postcards with a survey URL on them to parents at my child care centre
- ☐ Yes, I would be willing to distribute hardcopies of the survey to parents at my child care centre
- ☐ Yes, I would be willing to promote the survey in another way. ->

Please specify: \_\_\_\_\_

- ☐ No

If you are willing to promote a survey to parents/guardians, please provide your contact information.

Note that only Malatest will know how you responded to the survey.

- ☐ Same contact as provided previously OR

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

Phone number: ( \_\_\_\_\_ ) \_\_\_\_\_

Email: \_\_\_\_\_

E3. If you would like a copy of an Executive Summary of the results, please provide your contact information below.

- ☐ Same contact as provided previously OR

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

Phone number: ( \_\_\_\_\_ ) \_\_\_\_\_

Email: \_\_\_\_\_

**Thank you for participating in this survey. Your input will help us understand child care needs in the Cowichan region for future child care planning.**

## **APPENDIX C: GENERAL POPULATION SURVEY**

## Cowichan Child Care Plan General Public Survey

### Your opinion matters!

A Child Care Needs Assessment is being conducted to assist with planning the creation of new child care spaces for the Cowichan region. This survey is an opportunity for you, as a **member of the Cowichan Region**, to share your thoughts and experiences on the future of child care in the Cowichan region.

### Who can participate?

If you live in the Cowichan Valley Regional District (CVRD), the City of Duncan, the Municipality of North Cowichan, the Town of Ladysmith and/or the Town of Lake Cowichan, this survey is for you!

**The survey will take approximately 15 minutes to complete.**

Malatest, an independent research firm, has been contracted to conduct the survey on behalf of the Cowichan region. Your participation in this survey is voluntary. The data will be used to develop a Child Care Action Plan. Your individual responses will be kept anonymous; responses will be grouped together to create the final report. All information you provide will be protected under the British Columbia provisions of the *Freedom of Information and Protection of Privacy Act (FOIPPA)*. More information about our privacy policy can be found at <http://www.malatest.com/Privacy.htm>.

### Chance to win a prize!

At the end of the survey you will have a chance to enter a draw to win a \$50 or \$100 grocery voucher, Amazon gift card, or one of five \$50 RecCowichan gift cards.

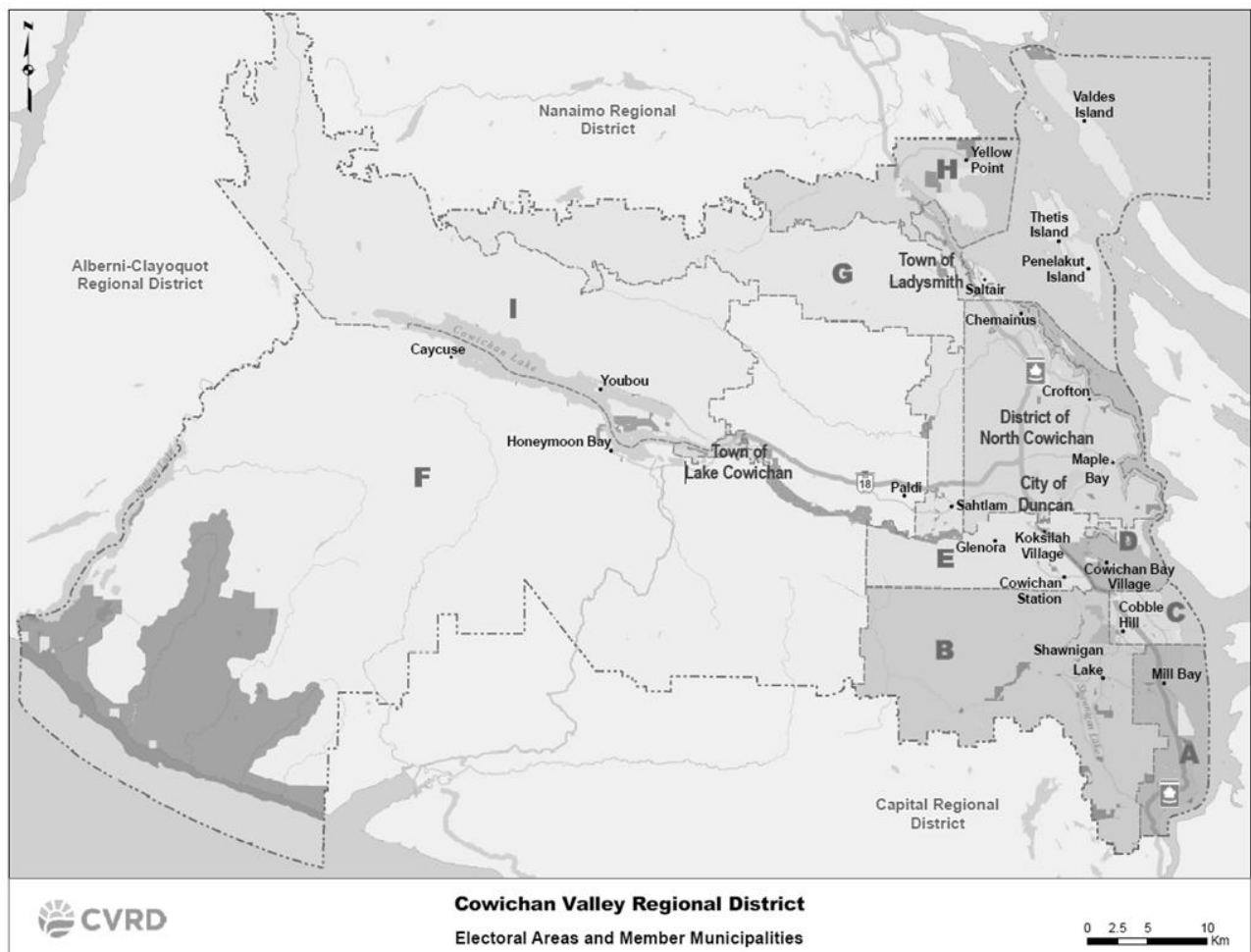
If you have any questions about the survey, please email Malatest at [Cowichanchildcare@malatest.com](mailto:Cowichanchildcare@malatest.com) or call 1-800-665-5848 ext. 314.

**Thank you for your participation!**



Which area best represents where you live?

- |  |  |
|--|--|
| <input type="checkbox"/> City of Duncan                        | <input type="checkbox"/> Electoral Area E – Cowichan Station / Sahtlam / Glenora |
| <input type="checkbox"/> District of North Cowichan            | <input type="checkbox"/> Electoral Area F – Cowichan Lake South / Skutz Falls    |
| <input type="checkbox"/> Town of Ladysmith                     | <input type="checkbox"/> Electoral Area G – Saltair / Gulf Islands               |
| <input type="checkbox"/> Town of Lake Cowichan                 | <input type="checkbox"/> Electoral Area H – North Oyster / Diamond               |
| <input type="checkbox"/> Electoral Area A – Mill Bay / Malahat | <input type="checkbox"/> Electoral Area I – Youbou / Meade Creek                 |
| <input type="checkbox"/> Electoral Area B – Shawnigan Lake     | <input type="checkbox"/> Outside the Cowichan Region                             |
| <input type="checkbox"/> Electoral Area C – Cobble Hill        |  |
| <input type="checkbox"/> Electoral Area D – Cowichan Bay       |  |
| <br><input type="checkbox"/> Other → Please specify: _____     |  |



What is your postal code? \_\_\_\_ - \_\_\_\_

## SECTION A: About You

- A11. How long have you lived in the Cowichan region?
- ☐ Less than a year      ☐ 1 to 5 years      ☐ 6 to 10 years      ☐ Over 10 years
- A12. Have you ever worked in child care or a child care related field?
- ☐ Yes      ☐ No
- A13. Are you a parent?
- ☐ Yes      ☐ No
- A14. Have you ever used child care in the past?
- ☐ Yes      ☐ No

## SECTION B: About Child Care in the Cowichan Region

- B3. What do you feel child care providers in the region need to ensure they offer? Select the top 5 priorities.
- |  |   |
|--|---|
| <input type="checkbox"/> Offer flexibility in hours  | <input type="checkbox"/> Offer support for children with extra support needs                |
| <input type="checkbox"/> Provide affordable child care (\$10 day or less if adjusted for income) | <input type="checkbox"/> Ensure children spend at least two hours a day in active play      |
| <input type="checkbox"/> Provide professional development to child care staff                    | <input type="checkbox"/> Have an oversight organization make quality checks                 |
| <input type="checkbox"/> Offer <u>inclusive</u> <sup>5</sup> care options                        | <input type="checkbox"/> Employ staff with post-secondary education in the child care field |
| <input type="checkbox"/> Offer child care in languages other than English                        | <input type="checkbox"/> Provide pay for staff equivalent to teachers                       |
| <input type="checkbox"/> Provide transportation/access   | <input type="checkbox"/> Support parents in obtaining government funding/benefits           |
| <input type="checkbox"/> Provide healthy meals/snacks  |   |
| <input type="checkbox"/> Provide sufficient educational materials for the number of children     |   |
| <input type="checkbox"/> Other → Please specify: _____   |   |
| <input type="checkbox"/> Don't know  |   |

<sup>5</sup> Inclusive means that children of all abilities, including children with extra support needs have equitable access to quality child care and are supported in learning through play along with other children in a regular program.

B4. On a scale of 1-5, where 1 is 'strongly disagree' and 5 is 'strongly agree,' please rate your agreement with the following statements.

I feel child care options in the Cowichan region...	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Don't Know	Prefer Not to Answer
a. provide all the services/supports necessary for children to succeed							
b. are <u>inclusive</u> of children of all abilities, including children with <u>extra support needs</u>							
c. <u>reflect the diversity of our community</u>							
d. offer <u>quality</u> child care							

By inclusive we mean that children of all abilities, including children with extra support needs have equitable access to quality child care and are supported in learning through play along with other children in a regular program.

By 'extra support needs' we mean children requiring support beyond that required by children in general due to a developmental delay or disability in one or more of the following areas: physical, cognitive, social, emotional, communicative, or behavioural.

By 'reflect the diversity of your community' we mean child care that recognizes a range of abilities, cultures, ethnicities, and family types represented in your community.

B3. What could be done to improve the child care services in your local area? Check all that apply

- |   |   |
|---|---|
| <input type="checkbox"/> Nothing                              | <input type="checkbox"/> Provide healthy meals/snacks                             |
| <input type="checkbox"/> Offer more flexibility in hours      | <input type="checkbox"/> Offer more support for children with extra support needs |
| <input type="checkbox"/> Make child care more affordable      | <input type="checkbox"/> Carry out more quality checks                            |
| <input type="checkbox"/> Improve training of child care staff | <input type="checkbox"/> Employ more educators                                    |
| <input type="checkbox"/> Offer child care in family language  | <input type="checkbox"/> Improve pay for child care staff                         |
| <input type="checkbox"/> Create more spaces                   | <input type="checkbox"/> Provide more government funding/benefits                 |
| <input type="checkbox"/> Improve transportation/access        | <input type="checkbox"/> Don't know   |

B4. How could new child care spaces be created in the Cowichan region? Check all that apply

- ☐ Collaborative partnership between Municipalities
- ☐ Collaborative partnerships with School Districts
- ☐ Collaborative partnerships with Indigenous communities
- ☐ Collaborative partnerships with local non-profit organizations
- ☐ Collaborative partnerships with local businesses
- ☐ Other → Please specify: \_\_\_\_\_
- ☐ Don't know

B5. If child care were offered at a reduced cost (e.g. \$10 per day or less if adjusted for income) how would this impact your community? Check all that apply

- ☐ Have no impact
- ☐ Increase in employment
- ☐ Have fewer absences at workplaces/schools
- ☐ Increase education/training/credentials of people in the community
- ☐ Decrease family stress
- ☐ Decrease mental health concerns
- ☐ Increased economic prosperity
- ☐ Increase social connectedness in the community
- ☐ Improve school readiness for children in the region
- ☐ Other → Please specify: \_\_\_\_\_
- ☐ Don't know

B6. What needs to be in place before child care spaces can be expanded? Check all that apply

- ☐ Nothing
- ☐ Have more trained educators
- ☐ Identify low rent spaces for child care
- ☐ Improve training of child care staff
- ☐ Offer child care in family language
- ☐ Train staff to work with children who have extra support needs
- ☐ Develop oversight of child care centres to ensure quality
- ☐ Improve pay for child care staff
- ☐ Obtain government funding/benefits
- ☐ Other → Please specify: \_\_\_\_\_
- ☐ Don't know

B7. Would you support expanding child care options in the Cowichan region?

- ☐ Yes → **Go to question B7a**
- ☐ No → Why not? \_\_\_\_\_
- ☐ Don't know



B7a. Would you be willing to support a modest increase in property taxes to support the expansion of child care in the region?

- ☐ Yes, up to \$100/year
- ☐ Yes, up to \$50/year
- ☐ Yes but less than \$50/year
- ☐ No, I would not support any increase in taxes
- ☐ Don't know

B8. Is there anything else you would like to tell us about the quality, affordability or accessibility of child care in the Cowichan region?

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### SECTION C: A Few Questions About You

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In this final section, you will be asked some questions about yourself and your family. The reason we are asking these questions is so that we can begin to understand how the topics discussed in this questionnaire affect different groups of people (for example, lone parents/caregivers, women, ethnic minorities, Indigenous families etc.). As we mentioned at the beginning of the survey, the information you provide will be kept anonymous, meaning your feedback will be grouped with other respondents and will not be reported individually.

C1. What is your age?

- ☐ 18 or younger
- ☐ 19-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65 and older
- ☐ Prefer not to answer

C2. What language do you speak most often at home?

- ☐ English
- ☐ French
- ☐ Other → Please specify: \_\_\_\_\_
- ☐ Prefer not to answer

C3. Are you?

- ☐ Single
- ☐ Married/Common-law
- ☐ Divorced/Separated
- ☐ Widowed
- ☐ Prefer not to answer

C4. Do you identify as an Indigenous person (i.e., First Nations, Métis, Inuit, or other North American Indigenous group)?

- ☐ Yes → **Go to question C7**
- ☐ No
- ☐ Prefer not to answer

C5. Are you? Check all that apply

- ☐ White
- ☐ South Asian (for example, East Indian, Pakistani, Sri Lankan, etc.)
- ☐ Chinese
- ☐ Black
- ☐ Filipino
- ☐ Latin American
- ☐ Arab
- ☐ Southeast Asian (for example, Vietnamese, Cambodian, Laotian, Thai)
- ☐ West Asian (for example, Iranian, Afghan)
- ☐ Korean
- ☐ Japanese
- ☐ Other → Please specify: \_\_\_\_\_
- ☐ Prefer not to answer

C6. How long have you lived in Canada?

- |  |   |
|--|---|
| <input type="checkbox"/> Less than 1 year              | <input type="checkbox"/> Don't know           |
| <input type="checkbox"/> 1 to 2 years                  | <input type="checkbox"/> Prefer not to answer |
| <input type="checkbox"/> 3 to 5 years                  |   |
| <input type="checkbox"/> 6 to 10 years                 |   |
| <input type="checkbox"/> More than 10 years            |   |
| <input type="checkbox"/> I have always lived in Canada |   |

C7. What is the highest level of education you have attained?

- ☐ Less than high school
- ☐ Graduated high school
- ☐ Some commercial, technical or vocational college or trade certificate
- ☐ Graduated commercial, technical or vocational college or trade certificate
- ☐ Some university
- ☐ Completed university
- ☐ Postgraduate
- ☐ Don't know
- ☐ Prefer not to answer

C8. What is your annual household income before tax?

- |  |  |
|--|--|
| <input type="checkbox"/> Under \$20,000        | <input type="checkbox"/> \$110,000 - \$119,999 |
| <input type="checkbox"/> \$20,000 - \$29,999   | <input type="checkbox"/> \$120,000 - \$129,999 |
| <input type="checkbox"/> \$30,000 - \$39,999   | <input type="checkbox"/> \$130,000 - \$139,999 |
| <input type="checkbox"/> \$40,000 - \$49,999   | <input type="checkbox"/> \$140,000 - \$149,999 |
| <input type="checkbox"/> \$50,000 - \$59,999   | <input type="checkbox"/> \$150,000 - \$159,999 |
| <input type="checkbox"/> \$60,000 - \$69,999   | <input type="checkbox"/> \$160,000 - \$169,999 |
| <input type="checkbox"/> \$70,000 - \$79,999   | <input type="checkbox"/> \$170,000 - \$179,999 |
| <input type="checkbox"/> \$80,000 - \$89,999   | <input type="checkbox"/> \$180,000 - \$189,999 |
| <input type="checkbox"/> \$90,000 - \$99,999   | <input type="checkbox"/> \$190,000 - \$199,999 |
| <input type="checkbox"/> \$100,000 - \$109,999 | <input type="checkbox"/> \$200,000 or above    |
|  | <input type="checkbox"/> Don't know            |
|  | <input type="checkbox"/> Prefer not to answer  |

C9. Are you?

- ☐ Working full-time (30 or more hours/week)
- ☐ Working part-time (less than 30 hours/week)
- ☐ On maternity, parental or caregiver leave
- ☐ Recovering from an illness or disability
- ☐ Going to school and working
- ☐ Going to school and not working
- ☐ Unemployed and looking for work
- ☐ Unemployed and not looking for work
- ☐ Retired
- ☐ Prefer not to answer

#### SECTION D: Prize Details and Future Contact

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D1. Would you like to be entered into a draw to win a \$50 or \$100 grocery voucher, Amazon gift card, or one of ten \$50 RecCowichan gift cards?

☐ Yes

☐ No → **Go to question D3**

D2. Please provide your contact details so we can enter you into a prize draw as a thank you for your time.

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Phone: (    ) \_\_\_\_\_ - \_\_\_\_\_

Email: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City or Town: \_\_\_\_\_

Postal Code: \_\_\_\_\_

D3. Would you be interested in participating in further discussions about child care in your community or future research?

☐ No → **Thank you for participating!**

☐ Yes

D4. Shall we use the same contact as provided previously?

☐ Yes → **Thank you for participating!**

☐ No → **Go to question D5**

D5. Please provide your contact details so we can contact you for further discussions about child care in your community or future research.

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Phone: (    ) \_\_\_\_\_ - \_\_\_\_\_

Email: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City or Town: \_\_\_\_\_

Postal Code: \_\_\_\_\_

**Thank you for participating in this survey. Your input will help us understand child care needs in the Cowichan region for future child care planning.**

## **APPENDIX D: KII GUIDES**

**Interview Guide: Chamber of Commerce  
Cowichan Valley Regional District: Child Care Plan**

**Date:** \_\_\_\_\_ **Time:** \_\_\_\_\_ **Completed by:** \_\_\_\_\_

**Contact Information**    **Name:** \_\_\_\_\_

**Position/Role:** \_\_\_\_\_

### **Introduction**

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The Cowichan Valley Regional District (CVRD) has contracted R.A. Malatest & Associates (Malatest) to conduct a Child Care Needs Assessment that is focused on creating new child care spaces in the Cowichan region. It is understood that there is a complex interconnection between child care accessibility, affordability, and quality, but within the scope of this project, Malatest's focus is on accessibility through the creation of new spaces.

As part of this assessment, Malatest is interviewing community stakeholders, including the Chamber of Commerce. It is known that the Province of BC has other initiatives related to affordability and quality that are currently ongoing. While the issues of affordability and quality may arise, the goal of this conversation is to gain insight into your understanding of the need for child care spaces in the region, your perspective on how that can be achieved, and what role you envision for yourself and your organization in helping to create these spaces. Malatest is also interested in how the new spaces will impact the work that you do. This interview is expected to take 15-25 minutes of your time.

Your participation in this interview is voluntary. You are not obligated to answer any of the questions. You may skip any question, at any time, for any reason. You may also end the interview at any time, without fear of any negative consequences to you or your organization.

Malatest will adhere to the regulations set out in Part 1 of the *Personal Information Protection and Electronic Documents Act* (PIPEDA). We are also compliant with the *Freedom of Information and Protection of Privacy Act* (British Columbia). With your permission, we would like to digitally record the interview to ensure the accuracy of our notes. All data collected as part of this evaluation will be securely stored until the report is complete, at which point it will be destroyed.

**Do I have permission to audio-record the interview?**                      Yes / No

**Do you have any questions for me before we begin?**                      Yes / No

## Interview Questions

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- 1) Do you envision the Chamber of Commerce, as a representative for local businesses, having a role in ensuring that those businesses and their employees have access to child care spaces as a factor in the economic development and successes of the community?
- 2) Do you have any ideas about how the Chamber can partner with the CVRD in promoting the child care surveys and in facilitating partnerships with the business community to increase child care spaces?
- 3) Based on your knowledge of your community, what is the need for more child care spaces in the Cowichan region?
- 4) What could be done to improve the child care services in the Cowichan region?
- 5) What are some of the current challenges in creating additional child care spaces?
- 6) Do you have any additional suggestions for how new child care spaces could be created in the Cowichan region?
- 7) Is there anything else you would like to tell us about the accessibility or quality of child care in the Cowichan region?
- 8) Would you be willing to help promote this survey amongst your colleagues? If yes, how might you be willing to distribute the information?

<input type="checkbox"/> Hand Out Hard Copies	<input type="checkbox"/> Through Email
<input type="checkbox"/> Post on Website	<input type="checkbox"/> Facebook /Twitter /Instagram
<input type="checkbox"/> Provide information in Newsletter	<input type="checkbox"/> Other (please specify): _____
- 9) Would any of the following provisions be useful to you or your organization, in terms of helping advertise or promote this survey?

<input type="checkbox"/> Posters	<input type="checkbox"/> Business Cards
<input type="checkbox"/> Pamphlets	<input type="checkbox"/> Other (please specify): _____



## Cowichan Valley Regional District: Child Care Plan

Date: \_\_\_\_\_ Time: \_\_\_\_\_ Completed by: \_\_\_\_\_

Contact Information Name: \_\_\_\_\_

Position/Role: \_\_\_\_\_

### Introduction

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The Cowichan Valley Regional District (CVRD) has contracted R.A. Malatest & Associates (Malatest) to conduct a Child Care Needs Assessment that is focused on creating new child care spaces in the Cowichan region. It is understood that there is a complex interconnection between child care accessibility, affordability, and quality, but within the scope of this project, Malatest's focus is on accessibility through the creation of new spaces.

As part of this assessment, Malatest is interviewing community stakeholders. It is known that the Province of BC has other initiatives related to affordability and quality that are currently ongoing. While the issues of affordability and quality may arise, the goal of this conversation is to gain insight into your understanding of the need for child care spaces in the region, your perspective on how that can be achieved, and what role you envision for yourself and your organization in helping to create these spaces. Malatest is also interested in how the new spaces will impact the work that you do. This interview is expected to take 20-30 minutes of your time.

Your participation in this interview is voluntary. You are not obligated to answer any of the questions. You may skip any question, at any time, for any reason. You may also end the interview at any time, without fear of any negative consequences to you or your organization.

Malatest will adhere to the regulations set out in Part 1 of the *Personal Information Protection and Electronic Documents Act* (PIPEDA). We are also compliant with the *Freedom of Information and Protection of Privacy Act* (British Columbia). With your permission, we would like to digitally record the interview to ensure the accuracy of our notes. All data collected as part of this evaluation will be securely stored until the report is complete, at which point it will be destroyed.

Do I have permission to audio-record the interview? Yes / No

Do you have any questions for me before we begin? Yes / No

## Interview Questions

---

- 1) Based on your knowledge of your community, what is the need for more child care spaces in the Cowichan region?
- 2) Do you feel the child care options in the Cowichan region provide all the services/supports necessary for children to meet the developmental needs of their early years and support a seamless transition into the kindergarten/primary years?

[Probe:] If not, what is needed?

- 3) What would be the impact on you/ your centre/ child care supportive services if child care spaces in the Cowichan region were to increase?
- 4) What is your opinion on the quality of child care options in the Cowichan region?

[Probe:] How can this be improved?

- 5) What is your opinion on whether the child care options in the Cowichan region provide child care that is inclusive of children of all abilities, including children with extra support needs?

[Probe:] How can inclusion/ a sense of belonging be improved?

- 6) In what ways do the child care options in the Cowichan region offer childcare that reflects the cultural and economic diversity of the region and how can these be improved?
- 7) What could be done to improve child care services in the Cowichan region?
- 8) What are some of the current challenges in creating additional child care spaces?
- 9) Do you have any additional suggestions for how new child care spaces could be created in the Cowichan region?
- 10) Is there anything else you would like to tell us about the accessibility and quality of child care in the Cowichan region?

- 11) Would you be willing to help promote this survey amongst your colleagues? If yes, how might you be willing to distribute the information?

- |  |  |
|--|--|
| <input type="checkbox"/> Hand Out Hard Copies              | <input type="checkbox"/> Through Email                 |
| <input type="checkbox"/> Post on Website                   | <input type="checkbox"/> Facebook /Twitter /Instagram  |
| <input type="checkbox"/> Provide information in Newsletter | <input type="checkbox"/> Other (please specify): _____ |

- 12) Would any of the following provisions be useful to you or your organization, in terms of helping advertise or promote this survey?

- ☐ Posters
- ☐ Pamphlets

- ☐ Business Cards
- ☐ Other (please specify): \_\_\_\_\_

**Interview Guide: Community Resource Organizations  
Cowichan Valley Regional District: Child Care Plan**

**Date:** \_\_\_\_\_ **Time:** \_\_\_\_\_ **Completed by:** \_\_\_\_\_

**Contact Information**    **Name:** \_\_\_\_\_

**Position/Role:** \_\_\_\_\_

**Introduction**

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The Cowichan Valley Regional District (CVRD) has contracted R.A. Malatest & Associates (Malatest) to conduct a Child Care Needs Assessment that is focused on creating new child care spaces in the Cowichan region. It is understood that there is a complex interconnection between child care accessibility, affordability, and quality, but within the scope of this project, Malatest's focus is on accessibility through the creation of new spaces.

As part of this assessment, Malatest is interviewing community stakeholders. It is known that the Province of BC has other initiatives related to affordability and quality that are currently ongoing. While the issues of affordability and quality may arise, the goal of this conversation is to gain insight into your understanding of the need for child care spaces in the region, your perspective on how that can be achieved, and what role you envision for yourself and your organization in helping to create these spaces. Malatest is also interested in how the new spaces will impact the work that you do. This interview is expected to take 20-30 minutes of your time.

Your participation in this interview is voluntary. You are not obligated to answer any of the questions. You may skip any question, at any time, for any reason. You may also end the interview at any time, without fear of any negative consequences to you or your organization.

Malatest will adhere to the regulations set out in Part 1 of the *Personal Information Protection and Electronic Documents Act* (PIPEDA). We are also compliant with the *Freedom of Information and Protection of Privacy Act* (British Columbia). With your permission, we would like to digitally record the interview to ensure the accuracy of our notes. All data collected as part of this evaluation will be securely stored until the report is complete, at which point it will be destroyed.

**Do I have permission to audio-record the interview?**                      Yes / No

**Do you have any questions for me before we begin?**                      Yes / No

## Interview Questions

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- 1) Based on your knowledge of your community, what is the need for more child care spaces in the Cowichan region?
- 2) What does your organization see as its role in addressing child care needs in the region? Are there specific actions or changes that your organization could undertake to support increased accessibility for families through the creation of new child care spaces?
- 3) What would be the impact on your organization if you were to undertake these changes?  
  
[Probe:] What would be the impact on your organization, and your work, if new child care spaces were created in the Cowichan Region?
- 4) What is your opinion on whether child care options in the Cowichan region provide all the services/supports necessary for children to succeed?  
  
[Probe:] How can they be improved?
- 5) What is your opinion on whether child care options in the Cowichan region offer child care that is inclusive of children of all abilities, including children with extra support needs?  
  
[Probe:] How can this be improved?
- 6) What is your opinion on whether child care options in the Cowichan region offer child care that reflects the diversity in the population and cultural and economic needs in the region?
- 7) What is your opinion on whether child care options in the Cowichan region offer quality child care?
- 8) What could be done to improve child care services in the Cowichan region?
- 9) What are some of the current challenges in creating additional child care spaces?
- 10) Do you have any additional suggestions for how new child care spaces could be created in the Cowichan region?
- 11) Is there anything else you would like to tell us about the accessibility and quality of child care in the Cowichan region?
- 12) Would you be willing to help promote this survey amongst your colleagues? If yes, how might you be willing to distribute the information?

<input type="checkbox"/> Hand Out Hard Copies	<input type="checkbox"/> Through Email
<input type="checkbox"/> Post on Website	<input type="checkbox"/> Facebook /Twitter /Instagram
<input type="checkbox"/> Provide information in Newsletter	<input type="checkbox"/> Other (please specify): _____

13) Would any of the following provisions be useful to you or your organization, in terms of helping advertise or promote this survey?

- ☐ Posters
- ☐ Pamphlets

- ☐ Business Cards
- ☐ Other (please specify):\_\_\_\_\_

**Interview Guide: CVRD**  
**Cowichan Valley Regional District: Child Care Plan**

**Date:** \_\_\_\_\_ **Time:** \_\_\_\_\_ **Completed by:** \_\_\_\_\_

**Contact Information**    **Name:** \_\_\_\_\_

**Position/Role:** \_\_\_\_\_

### **Introduction**

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The Cowichan Valley Regional District (CVRD) has contracted R.A. Malatest & Associates (Malatest) to conduct a Child Care Needs Assessment that is focused on creating new child care spaces in the Cowichan region. It is understood that there is a complex interconnection between child care accessibility, affordability, and quality, but within the scope of this project, Malatest's focus is on accessibility through the creation of new spaces.

As part of this assessment, Malatest is interviewing community stakeholders. It is known that the Province of BC has other initiatives related to affordability and quality that are currently ongoing. While the issues of affordability and quality may arise, the goal of this conversation is to gain insight into your understanding of the need for child care spaces in the region, your perspective on how that can be achieved, and what role you envision for yourself and your organization in helping to create these spaces. Malatest is also interested in how the new spaces will impact the work that you do. This interview is expected to take 15-25 minutes of your time.

Your participation in this interview is voluntary. You are not obligated to answer any of the questions. You may skip any question, at any time, for any reason. You may also end the interview at any time, without fear of any negative consequences to you or your organization.

Malatest will adhere to the regulations set out in Part 1 of the *Personal Information Protection and Electronic Documents Act* (PIPEDA). We are also compliant with the *Freedom of Information and Protection of Privacy Act* (British Columbia). With your permission, we would like to digitally record the interview to ensure the accuracy of our notes. All data collected as part of this evaluation will be securely stored until the report is complete, at which point it will be destroyed.

**Do I have permission to audio-record the interview?**                      Yes / No

**Do you have any questions for me before we begin?**                      Yes / No

### **Interview Questions**

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- 1) How do you envision the role of the CVRD in creating new child care spaces?
- 2) Do you have any ideas about how the CVRD can facilitate broader partnerships to increase accessibility to child care spaces for families in the Cowichan region?
- 3) How would the creation of new child care spaces impact the CVRD?
- 4) Based on your knowledge of your community, what is the need for more child care spaces in the Cowichan region?
- 5) What could be done to improve the child care services in the Cowichan region?
- 6) What are some of the current challenges in creating additional child care spaces?
- 7) Do you have any additional suggestions for how new child care spaces could be created in the Cowichan region?
- 8) Is there anything else you would like to tell us about the accessibility or quality of child care in the Cowichan region?



## Cowichan Valley Regional District: Child Care Plan

Date: \_\_\_\_\_, 2020 Completed by: \_\_\_\_\_

Interviewee: \_\_\_\_\_ Position/Role: \_\_\_\_\_

### Introduction

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The Cowichan Valley Regional District (CVRD) has contracted R.A. Malatest & Associates (Malatest) to conduct a Child Care Needs Assessment that is focused on creating new child care spaces in the Cowichan region. It is understood that there is a complex interconnection between child care accessibility, affordability, and quality, but within the scope of this project, Malatest's focus is on accessibility through the creation of new spaces.

As part of this assessment, Malatest is interviewing community stakeholders. It is known that the Province of BC has other initiatives related to affordability and quality that are currently ongoing. While the issues of affordability and quality may arise, the goal of this conversation is to gain insight into your understanding of the need for child care spaces in the region, your perspective on how that can be achieved, and what role you envision for yourself and your organization in helping to create these spaces. Malatest is also interested in how the new spaces will impact the work that you do. This interview is expected to take 20-30 minutes of your time.

Your participation in this interview is voluntary. You are not obligated to answer any of the questions. You may skip any question, at any time, for any reason. You may also end the interview at any time, without fear of any negative consequences to you or your organization.

Malatest will adhere to the regulations set out in Part 1 of the *Personal Information Protection and Electronic Documents Act* (PIPEDA). We are also compliant with the *Freedom of Information and Protection of Privacy Act* (British Columbia). With your permission, we would like to digitally record the interview to ensure the accuracy of our notes. All data collected as part of this evaluation will be securely stored until the report is complete, at which point it will be destroyed.

### Interview Questions

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- 1) Based on your knowledge of your community, what is the need for more child care spaces in the Cowichan region?

- 2) As a school district, what do you feel is your role in increasing accessibility for families requiring child care spaces in the Cowichan region?
- 3) As a school district, what do you feel you could contribute to addressing accessibility through increased child care spaces in the Cowichan region?
- 4) What is your opinion on the quality of child care options in the Cowichan region? How could this be improved?
- 5) Do you feel the child care options in the Cowichan region provide all the services/supports necessary for children to succeed, particularly in relation to a seamless transition into school?
- 6) What is your opinion on the ability of child care options in the Cowichan region to offer child care that is inclusive of children of all abilities, including children with extra support needs?
- 7) What is your opinion on whether child care options in the Cowichan region offer child care that reflects the cultural and economic diversity of the region?
- 8) What could be done to improve child care services in the Cowichan region?
- 9) What are some of the current challenges in creating additional child care spaces?
- 10) Do you have any additional suggestions for how new child care spaces could be created in the Cowichan region?
- 11) Is there anything else you would like to tell us about the quality, affordability or accessibility of child care in the Cowichan region?
- 12) Would you be willing to help promote this survey amongst your colleagues? If yes, how might you be willing to distribute the information?
 

<input type="checkbox"/> Hand Out Hard Copies	<input type="checkbox"/> Through Email
<input type="checkbox"/> Post on Website	<input type="checkbox"/> Facebook /Twitter /Instagram
<input type="checkbox"/> Provide information in Newsletter	<input type="checkbox"/> Other (please specify): _____
- 13) Would any of the following provisions be useful to you or your organization, in terms of helping advertise or promote this survey?
 

<input type="checkbox"/> Posters	<input type="checkbox"/> Business Cards
<input type="checkbox"/> Pamphlets	<input type="checkbox"/> Other (please specify): _____

**Interview Guide: Post-Secondary Institution(s)**  
**Cowichan Valley Regional District: Child Care Plan**

Date: \_\_\_\_\_ Time: \_\_\_\_\_ Completed by: \_\_\_\_\_

Contact Information Name: \_\_\_\_\_

Position/Role: \_\_\_\_\_

## Introduction

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The Cowichan Valley Regional District (CVRD) has contracted R.A. Malatest & Associates (Malatest) to conduct a Child Care Needs Assessment that is focused on creating new child care spaces in the Cowichan region. It is understood that there is a complex interconnection between child care accessibility, affordability, and quality, but within the scope of this project, Malatest's focus is on accessibility through the creation of new spaces.

As part of this assessment, Malatest is interviewing community stakeholders. It is known that the Province of BC has other initiatives related to affordability and quality that are currently ongoing. While the issues of affordability and quality may arise, the goal of this conversation is to gain insight into your understanding of the need for child care spaces in the region, your perspective on how that can be achieved, and what role you envision for yourself and your organization in helping to create these spaces. Malatest is also interested in how the new spaces will impact the work that you do. This interview is expected to take 20-30 minutes of your time.

## Confidentiality and Privacy

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Your participation in this interview is voluntary. You are not obligated to answer any of the questions. You may skip any question, at any time, for any reason. You may also end the interview at any time, without fear of any negative consequences to you or your organization.

Malatest will adhere to the regulations set out in Part 1 of the *Personal Information Protection and Electronic Documents Act* (PIPEDA). We are also compliant with the *Freedom of Information and Protection of Privacy Act* (British Columbia). With your permission, we would like to digitally record the interview to ensure the accuracy of our notes. All data collected as part of this evaluation will be securely stored until the report is complete, at which point it will be destroyed.

Do I have permission to audio-record the interview? Yes / No

Do you have any questions for me before we begin? Yes / No

## Interview Questions

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- 1) Can we start by talking about the courses offered by VIU if someone wanted to go into the field of child care (i.e., the Early Childhood Education and Care Diploma).

- 2) What other options would people have in the Cowichan region for ECE education other than at VIU (outreach training)?
- 3) Do you know what your current program capacity is? (Are you running at full capacity?)
- 4) Do you see demand changing in the near future?
- 5) Based on your knowledge of the Cowichan Valley Regional District, what is the need for more child care spaces in the Cowichan region?
- 6) What do you see as your role as a post-secondary institution in creating new spaces in the Cowichan region?
- 7) What is your opinion on the success of child care options in the Cowichan region in providing all the services/supports necessary for children to meet their developmental needs and to ensure a seamless transition into school?

[Probe:] What is needed to improve the services and supports?

- 8) How would an expansion of child care spaces impact your institution? How do the training opportunities offered by your institution impact quality through such consideration as recruitment of diverse students, practicum placements, and innovative training approaches?
- 9) Do you feel the child care options in the Cowichan region offer child care that is inclusive of children of all abilities, including children with extra support needs?

[Probe:] If not, how can this be improved?

- 10) What is your opinion on the quality of the child care being offered in the region and what can be done to ensure all children have access to quality programs?
- 11) What could be done to improve the child care services in the Cowichan region?
- 12) What are some of the current challenges in creating additional child care spaces?
- 13) Do you have any additional suggestions for how new child care spaces could be created in the Cowichan region?

## **APPENDIX E: FOCUS GROUP GUIDE**

**Cowichan Child Care Plan**  
**Cowichan Valley Regional District**  
**ECE Recent Graduates Focus Group Guide**

## **Welcome**

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Welcome! My name is <<name>>, and I am an <<position>> with R.A. Malatest & Associates Ltd. (Malatest). Thank you for agreeing to take part in this focus group discussion today.

I would like to begin by acknowledging that we are on the unceded territory of the XXXXXX.

A Child Care Needs Assessment is being conducted to assist with planning the creation of new child care spaces for the Cowichan region. The Cowichan Valley Regional District (CVRD), the City of Duncan, the Municipality of North Cowichan, the Town of Ladysmith or the Town of Lake Cowichan has contracted Malatest, an independent Canadian research organization to conduct this focus group on behalf of the Cowichan region. As part of development of the child care plan, we are interested in your views and experiences of early childhood educator training and finding employment in the child care field.

Our discussion today will take **about two hours**. Your participation is **voluntary**.

The discussion will be audio recorded to ensure we capture your feedback accurately. Your individual responses provided in this session will be grouped together and included as part of a larger report presented to the project group to help inform the Cowichan Child Care Plan. Your name will be kept confidential. We ask that everyone be respectful of one another's experiences and what they share here today, and to be respectful of one another's privacy by not sharing what was said with others outside the group.

Remember, there are **no right or wrong answers**. We would like everyone to have a chance to talk and make any comments that you think are important to the discussion. Please share whatever you are comfortable sharing. I'd just like to ask that you **talk one at a time**, and please **try not to interrupt anyone** when they are speaking - this also makes it easier for me to follow the discussion now and on the recording afterwards.

My main role is to keep the discussion going.

Does anyone object to the recording?

**Are there any questions before we start?**

*Note: Italics indicate prompt questions and moderator notes.*

## Introductions

---

### Let's start with some introductions.

Starting at this end of the table, please introduce yourself with your first name, the name of the institution (i.e., college/university) you attended, the course you took, and the type of work or education you are currently doing now (*moderator: prepare these questions on a flipchart for reference*).

### Part A: Experience of Early Childhood Education Training

---

A1. Let's now look at your experiences in the ECE training programs.

- a. What are your overall impressions of the program you attended?  
*Probe: Did you feel you received all the theoretical information you needed to work in the field? All the practical experience you needed to develop the required skills?*
- b. Are there components of the program that were missing or not sufficient to provide you with the training you need to work in the field? (*moderator: to make notes on flipchart paper*).
- c. What were some of the most useful elements of the program? (*moderator: to make notes on flipchart paper*). Would you recommend the program to friends/family? (*probe: if not, why?*)
- d. Would you recommend the program to friends/family? (*probe: if not, why?*)
- e. What were your intentions after completing the training? (*probe: apply for a child care position, apply for another position related to child care etc. If people were no longer interested in working in child care probe as to why*).

### Part B: Experience of Finding Employment in Child Care Post-Secondary Education Training

---

B1. Did any of you have any difficulty securing a position in child care after you graduated?

- a. Were there several positions to choose from?
- b. Were the wages offered what you expected?
- c. Were the hours of work what you expected?
- d. Did you expect to be offered things that were not available (e.g., benefits)?
- e. Is your current position meeting your expectations? (*probe: if not, why not?*)

### Part C: Experience in Current Position and Future Aspirations

---

C1. Do you feel your education prepared you sufficiently for working in the child care field? (*probe: if not, why not?*)

- a. Do you plan to stay working in the field? (*probe: why or why not?*)
- b. What would keep you working in child care as a lifelong career? (*probe: what aspects are important?*)
- c. What would make you want to find different work?
- d. Would you recommend working in child care to friends/family?

C2. What are your employment goals and future aspirations for career development in the field of early childhood education?

C3. What suggestions do you have to increase the desirability of child care as a career?

#### **Part D: Conclusion**

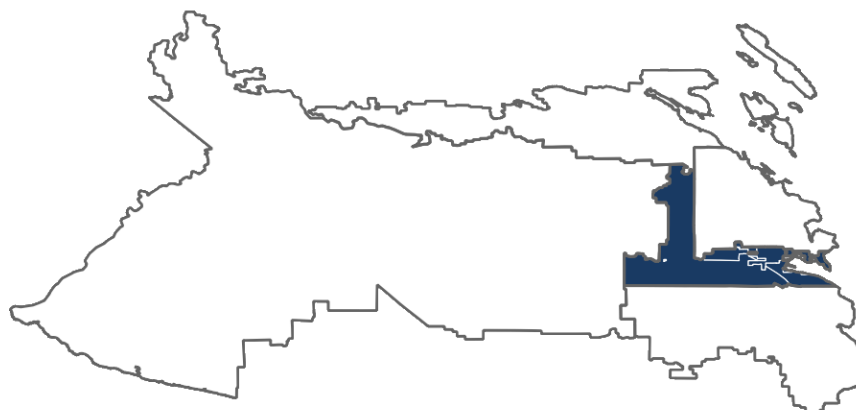
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D1. Any other comments you would like to make about child care training and employment?

**Thank you for joining us in the focus group**



## **APPENDIX F: REGIONAL REPORTS**








This report summarizes the current and anticipated future child care needs in Cowichan Valley Central. Cowichan Valley Central is a sub-region of the Cowichan Valley Regional District (CVRD), and is comprised of: the City of Duncan; CVRD Electoral Area D (Cowichan Bay) and Electoral Area E (Cowichan Station / Sahtlam / Glenora).

## COWICHAN VALLEY CENTRAL CONTEXT




In this section, population-level factors that impact child care needs are described. This includes summaries of population size, family demographics, income, cultural diversity, and childhood vulnerability.

### DEMOGRAPHY


The tables below summarize key trends in Cowichan Valley Central related to household composition, income, and cultural diversity.

Total Population		Households	Number of Households	Number of Households with Children
	Duncan <b>4,944</b>	 <p>The proportion of households with children in Cowichan Valley Central (31%) is lower than those seen in the CVRD (34%), BC (39%), and nationally (41%).</p>	Duncan <b>2,385</b>	Duncan <b>585</b>
	Area D <b>3,243</b>		Area D <b>1,395</b>	Area D <b>465</b>
	Area E <b>4,121</b>		Area E <b>1,630</b>	Area E <b>620</b>
	Total <b>12,308</b>		Total <b>5,410</b>	Total <b>1,670</b>

## Family Structures

 <b>Dual-Parent Families</b>			<p>Of all families with children in Cowichan Valley Central, 66% are led by two parents and 34% are led by a single parent. This varied greatly by specific community: in Duncan, there was a near 50/50 split between single-parent and dual-parent families, while in Electoral Areas D and E the proportion of dual-parent families was between 71% and 76%. These proportions are comparable to the split of single-parent to dual-parent families seen at the regional level (68% of CVRD families are led by two parents, 32% by single parents), at the provincial level (73% are two-parent families, 27% lone-parent families) and the national level (72% two-parent families, 28% lone-parent families).</p> 
<b>305</b> <b>(52%)</b> Duncan	<b>330</b> <b>(71%)</b> Area D	<b>470</b> <b>(76%)</b> Area E	
<b>1,105</b> <b>(66%)</b> Total			
 <b>Lone-Parent Families</b>			
<b>280</b> <b>(48%)</b> Duncan	<b>135</b> <b>(29%)</b> Area D	<b>150</b> <b>(24%)</b> Area E	
<b>565</b> <b>(34%)</b> Total			

Statistics Canada, 2016 Census of Population

	Income				
	Median Total Household Income	Median Total Income Of Couple Economic Families With Children <sup>6</sup>	Lone-Parent Economic Families' Median Income	Prevalence of Low Income (LIM-AT) <sup>7*</sup>	Prevalence of Low Income (LICO-AT)*
City of Duncan	\$40,320	\$78,976	\$37,120	1,290 (29%)	520 (12%)
CVRD Area D	\$71,360	\$110,933	\$48,768	420 (13%)	225 (7%)
CVRD Area E	\$70,144	\$103,629	\$44,160	645 (16%)	260 (6%)
<b>Total</b>	<b>\$57,325<sup>†</sup></b>	<b>\$98,842<sup>†</sup></b>	<b>\$41,637<sup>†</sup></b>	<b>2,355 (20%)</b>	<b>1,005 (9%)</b>

A weighted average of median incomes in the City of Duncan, CVRD Area D, and CVRD Area E was \$57,325. Median incomes varied considerably, with the City of Duncan having a median income approximately \$30,000 less than those of Areas D and E. Areas D and E had median incomes slightly higher than the median income of the broader Cowichan Valley Regional District (\$65,191), while Duncan's was considerably lower. Incomes in Areas D and E were comparable to the median income across all of BC (\$69,995) and Canada (\$70,336) while again, median income in the City of Duncan was lower.

Similarly, rates of individuals falling within the low-income cut-off, after tax (LICO-AT) category (meaning that they are expected to spend 20 percentage points more of their income on food, shelter, and clothing compared to the average family) were highest in Duncan. Overall, eight percent of individuals in Central Cowichan fell within the low-income cut-off category, which is comparable to the overall CVRD (7%) and the national average (9%), and lower than the provincial average (11%). The low-income measure, after tax (LIM-AT) indicates whether a household takes in an income of 50% or less of the median income in their area (i.e., make about half of what the average household, of similar composition, in their area does). Nearly one in three households in Duncan qualified as low income under this measure. In contrast, only 13% and 16% of households in CVRD Areas D and E fell within this definition, respectively.


Statistics Canada, 2016 Census of Population

<sup>†</sup> These numbers were calculated as weighted averages of the medians of the three regions. These numbers are expected to provide a good estimate of central tendency, but may not reflect the true median of the full region.

\*It is important to note that these low-income measures capture the number and proportion of *individuals*, not *households*, falling within these low-income categories.

<sup>6</sup> "Economic family" refers to two or more persons living in the same home, related to each other by blood, marriage, common-law union, adoption, or a foster relationship. Cohabiting, unrelated adults (e.g., roommates) do not constitute an economic family, nor do single-person households.

<sup>7</sup> The Low Income Measure After Tax (LIM-AT) indicates whether a household receives 50% or less of the median household income in their region, adjusting for household size to accommodate that larger households have greater income needs.

	Cultural Diversity			
	Self-Identified Aboriginal <sup>8</sup>	Self-Identified First Nations <sup>9</sup>	Self-Identified Métis <sup>10</sup>	Self-Identified Immigrant
City of Duncan	630 (14%)	485 (11%)	130 (3%)	605 (14%)
CVRD Electoral Area D	170 (5%)	70 (2%)	85 (3%)	475 (15%)
CVRD Electoral Area E	260 (6%)	195 (5%)	70 (2%)	340 (8%)
<b>Total</b>	<b>1,060 (9%)</b>	<b>750 (6%)</b>	<b>285 (2%)</b>	<b>1,420 (12%)</b>
<p>The City of Duncan is the most diverse within Central Cowichan, with 14% identifying as being Indigenous and 14% identifying as an immigrant. Overall, 9% of Central Cowichan residents identify as Indigenous, and 12% identify as immigrants.</p>				
<p>Central Cowichan has an Indigenous population that is proportionally lower than that of the overall CVRD (12%), but higher than BC (6%), and Canada (5%). In contrast, the proportion of Central Cowichan’s population that identify as immigrants is roughly comparable to the overall CVRD (13%), and lower than BC (28%) and Canada (22%).</p>				
Most Common Mother Tongue				
City of Duncan	CVRD Electoral Area D		CVRD Electoral Area E	
English (85%)	English (92%)		English (93%)	
Most Common Language Spoken at Home				
City of Duncan	CVRD Electoral Area D		CVRD Electoral Area E	
English (91%)	English (98%)		English (97%)	
<p>While English is the most common first language, and most common language spoken at home, for large majorities of residents in Duncan, and Electoral Areas D and E, there were no other languages that predominated among non-English-primary speakers. There were a wide variety of languages other than English reported as being first languages and/or the language spoken most often at home. These included Tagalog, Vietnamese, Polish, German, Dutch, and others. Given that there were such a wide variety of languages, with none predominating as a “second-most-common” language in the region, there are no recommendations for languages of focus for future child care programs.</p>				

Statistics Canada, 2016 Census of Population




<sup>8</sup> Self-identified Aboriginal, according to Statistics Canada's Census counting methodology, includes all individuals who identify as First Nations, Métis, Inuit, or a combination thereof.

<sup>9</sup> Self-identified First Nations in this column represents the count of individuals in the 2016 Census who identified as being solely of First Nations descent (i.e., not having multiple Indigenous heritages such as Métis and First Nations).

<sup>10</sup> Self-identified Métis in this column represents the count of individuals in the 2016 Census who identified as being solely of Métis descent (i.e., not having multiple Indigenous heritages such as Métis and First Nations).

## CHILDHOOD VULNERABILITY

“Vulnerability” in this context refers to a child’s likelihood to experience poor health, education, and/or social outcomes. Childhood vulnerability is captured on a regular basis in B.C. through the Human Early Learning Partnership’s Early Development Instrument (EDI). This instrument measures five core domains of early child development and identifies, based on questionnaire scores, children who are vulnerable in these five areas.

	Vulnerability (EDI)				
	Percentage of Children Vulnerable	Overall BC Vulnerability One Or More Scales (Wave 7)			
City of Duncan Electoral Areas D & E*	<b>42%</b> <b>39%</b>	<b>33%</b>	Domain		
	Physical Health & Well-Being	Social Competence	Emotional Maturity	Language & Cognitive Development	Communication Skills
	<b>33%</b>	<b>27%</b>	<b>19%</b>	<b>19%</b>	<b>28%</b>
Electoral Areas D & E*	<b>23%</b>	<b>24%</b>	<b>19%</b>	<b>16%</b>	<b>14%</b>

The percentage of vulnerable children in Cowichan Valley Central is higher than the provincial average for vulnerability on one or more scales based on the EDI Wave 7 data. Vulnerability was highest in Duncan, with 42% of children measured by the EDI considered vulnerable on one or more scales. Among the five subscales, rates of vulnerability were highest on physical health and well-being (33% of children vulnerable in Duncan, 23% in Electoral Areas D and E), and social competence (27% in Duncan, 24% in Electoral Areas D and E). Children in the City of Duncan also had high rates of vulnerability on the communication skills measure (28%).

EDI Wave 7 (2017-19), Human Early Learning Partnership

\* Note: EDI data is based on school district boundaries. These boundaries do not directly map to the exact CVRD boundaries used for this report. Therefore, the EDI data presented in the table above are approximations for the areas that comprise Cowichan Valley Central, but are anticipated to be broadly representative of trends and needs in the region.

## CURRENT STATE OF CHILD CARE IN COWICHAN VALLEY CENTRAL

This subsection of the report will provide a summary of the current state of child care in Cowichan Valley Central, specifically focusing on the potential demand for child care from children aged birth to 12 years and the current supply of licensed child care spaces available.

### COWICHAN VALLEY CENTRAL CHILD CARE DEMAND FACTORS

Determining the need for child care is challenging given demand is influenced by a number of dynamic factors including, but not limited to, population and labour force participation rates over time. Initiatives such as the B.C. government's Universal Child Care Initiative will likely cause a significant increase in the demand for regulated child care as low-cost spaces are rolled out across the province, making licensed child care more affordable and accessible for a larger number of families.

### POPULATION FACTORS

The population of children (aged 12 years and younger) in Cowichan Valley Central is projected to decrease very slightly between 2020 and 2030; there is a projected decrease of about 8% over the ten-year period, or approximately a 1% decrease annually. These decreases are occurring mainly in the 3-5 and 6-12 year age groups, while the number of children aged 0-2 is anticipated to remain relatively stable over the next decade. A summary of population statistics for Cowichan Valley Central broken down by area and age group can be found in Table CVC1.

**Table CVC1: Cowichan Valley Central Population Projections, 2020-2030**

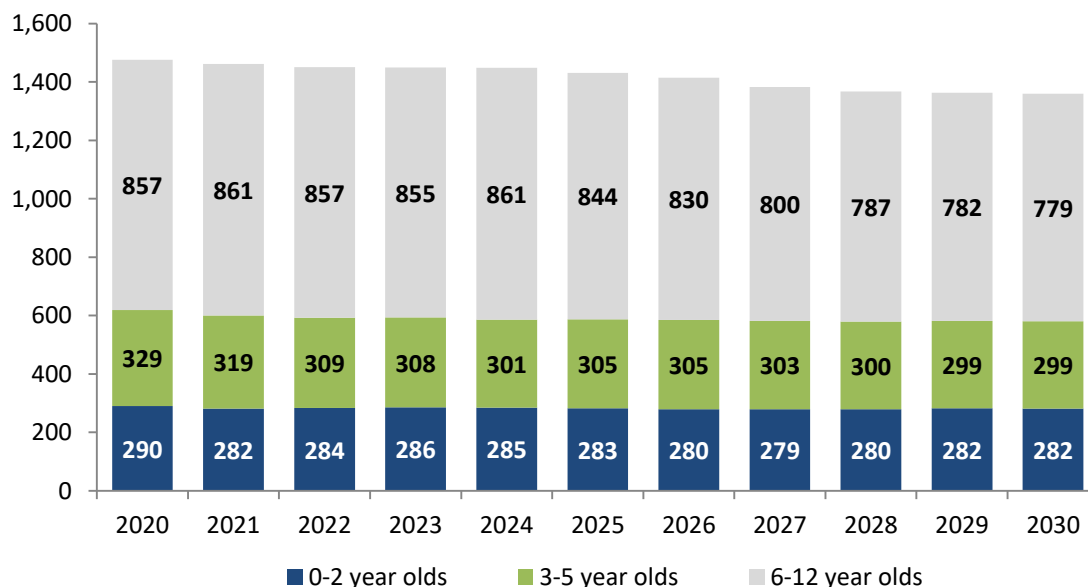
Area	2020	2025	2030	Change 2020-2030	Average Annual Change 2020-2030	Average Annual % Change 2020-2030
<b>City of Duncan</b>						
Children 0-2 years	105	103	102	-3	-0	0%
Children 3-5 years	119	111	109	-10	-1	-1%
Children 6-12 years	311	306	283	-28	-3	-1%
<b>Total Children (0-12 years)</b>	<b>535</b>	<b>520</b>	<b>494</b>	<b>-41</b>	<b>-4</b>	<b>-1%</b>
<b>CVRD Electoral Area D</b>						
Children 0-2 years	79	77	77	-2	0	0%
Children 3-5 years	90	83	82	-8	-1	-1%
Children 6-12 years	235	231	213	-22	-2	-1%
<b>Total Children (0-12 years)</b>	<b>404</b>	<b>392</b>	<b>372</b>	<b>-32</b>	<b>-3</b>	<b>-1%</b>

Area	2020	2025	2030	Change 2020-2030	Average Annual Change 2020-2030	Average Annual % Change 2020-2030
<b>CVRD Electoral Area E</b>						
Children 0-2 years	105	103	102	-3	0	0%
Children 3-5 years	119	111	109	-10	-1	-1%
Children 6-12 years	311	306	283	-28	-3	-1%
<b>Total Children (0-12 years)</b>	<b>536</b>	<b>520</b>	<b>494</b>	<b>-42</b>	<b>-4</b>	<b>-1%</b>
<b>Cowichan Valley Central</b>						
Children 0-2 years	290	283	282	-8	-1	0%
Children 3-5 years	329	205	299	-30	-3	-1%
Children 6-12 years	857	844	779	-78	-8	-1%
<b>Total Children (0-12 years)</b>	<b>1,476</b>	<b>1,431</b>	<b>1,360</b>	<b>-116</b>	<b>-12</b>	<b>-1%</b>

Sources: Statistics Canada, 2016 Census of Population; 2020 PEOPLE Population Projection Data

These changes in child population in Cowichan Valley Central, from 2020 to 2030, are illustrated in Figure CVC1 below. As noted above, the overall decrease is relatively small – about 1% - but this represents a decrease of 116 children in the region over the next ten years.

**Figure CVC1: Cowichan Valley Central Projected Population Change, 2020-2030**



Sources: Statistics Canada, 2016 Census of Population; 2020 PEOPLE Population Projection Data



## UTILIZATION OF LICENSED CHILD CARE SPACES

Cowichan Valley Central is located within the South Vancouver Island service delivery area. The South Vancouver Island service delivery area includes not only all of the CVRD, but also Greater Victoria and other municipalities; this impacts the overall averages for the area. Breakdowns at a more granular level, such as CVRD alone, are not available.

Utilization rates provide a broad measure of the uptake of available child care services in a region. These numbers represent what proportion of *available* child care spaces are *being used*.<sup>11</sup> Utilization rates offer a proxy for the appropriateness of the amount and combination of types of child care spaces available. Efficient use of child care spaces will be reflected in high utilization rates, indicating that there are not “too many” spaces available for the number of families in a region that want to make use of child care. However, at very high utilization rates – in excess of 80% to 85% – finding child care becomes progressively more challenging for families, potentially impacting the ability to find a suitable child care space that is accessible and affordable to them.

Utilization rates for South Vancouver Island, alongside provincial and North Vancouver Island comparators, are shown in Table CVC2. South Vancouver Island’s utilization rate is similar to the provincial and North Vancouver Island comparators. Across all groups, utilization rate was very high for infant-toddler care in 2016-17, while utilization rate was lower for the 3-5 year age group, and lowest for the school-age group.

**Table CVC2: Average Monthly Child Care Space Utilization Rates, April 2016 through March 2017**

Service Delivery Area	Group Care, Infant/Toddler	Group Care, 3 to 5 years	Group Care, School Age	Total Group Care	Family Care	Total Group and Family Care
British Columbia	85%	74%	48%	70%	72%	71%
<b>South Vancouver Island</b>	<b>87%</b>	<b>70%</b>	<b>42%</b>	<b>65%</b>	<b>72%</b>	<b>69%</b>
North Vancouver Island	88%	62%	38%	62%	68%	63%

Source: Ministry of Children and Family Development. *Performance Management Report*. Volume 9 March 2017. Performance Indicator 1.01, Spare Capacity in Licensed Child Care Spaces. Retrieved from [https://www2.gov.bc.ca/assets/gov/family-and-social-supports/services-supports-for-parents-with-young-children/reporting-monitoring/00-public-ministry-reports/volume\\_9\\_mar\\_2017.pdf](https://www2.gov.bc.ca/assets/gov/family-and-social-supports/services-supports-for-parents-with-young-children/reporting-monitoring/00-public-ministry-reports/volume_9_mar_2017.pdf)

**Note:** ‘Group Multi-Age’ spaces have been excluded as it cannot be determined which spaces of a facility’s reported enrolments are utilized, by age.

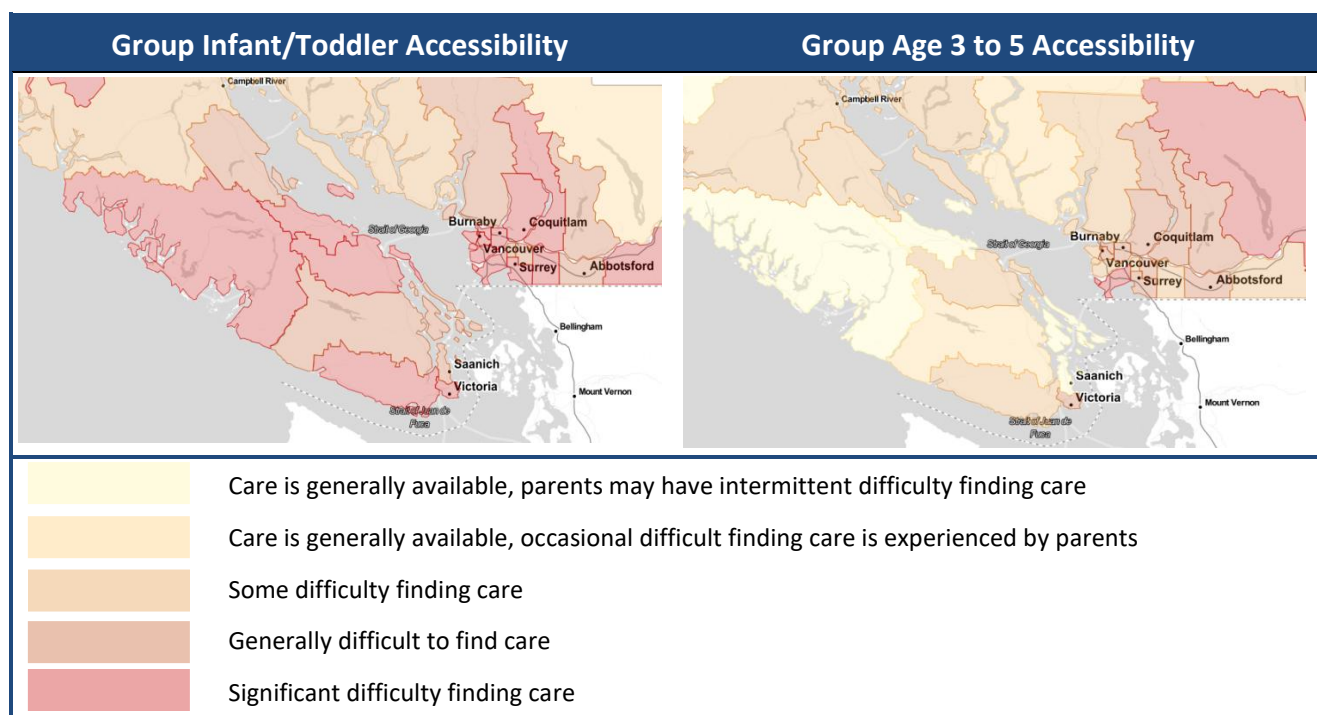
<sup>11</sup> A child care facility’s Utilization Rate is determined by dividing its total enrollments for the month by the number of times a child care space can be used in a month. Two part-time enrolments are assumed to be equivalent to one full-time enrollment; 100% utilization of one child care space is assumed to be 22 full-time equivalent enrollments in a month.

## COWICHAN VALLEY CENTRAL CHILD CARE SUPPLY FACTORS

The accessibility of licensed child care spaces for infant/toddlers and children aged 3-5 years across the Cowichan Region in general is illustrated in Figure CVC2. These maps, based on 2017/18 data, suggest that parents generally have difficulty finding group infant/toddler child care, whereas care for the 3-5 age group is generally available, with occasional difficulty experienced by parents.

This aligns with information on utilization rates available (utilization is about 70% for the 3-5 years group in South Vancouver Island) and coverage rate data based on recent child care inventories, which suggest a 72% coverage rate for children aged 3-5 in the Cowichan Valley Central region. Findings from key informant interviews also stressed the pressing need for infant-toddler spaces, with less focus on the 3-5 years age group.

**Figure CVC2: Accessibility of Licensed Child Care Spaces in the Cowichan Region, 2017-18**



Source: Ministry of Children and Family Development. Early Years Performance Indicators: 1.01 Accessibility of Licensed Child Care Spaces. Retrieved from <https://mcf.gov.bc.ca/reporting/services/early-years/performance-indicators>

## AVAILABILITY OF CHILD CARE IN COWICHAN VALLEY CENTRAL

There are currently a total of **402** licensed child care spaces across **27** programs in Cowichan Valley Central. Summaries of child care spaces and program type by area are below in Tables CVC3 and CVC4, respectively.

**Table CVC3: Cowichan Valley Central Licensed Child Care Spaces, 2020**

Group Care, Birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, School Age	Multi-Age Child Care	Family Child Care	In-Home Multi-Age Child Care	Total Spaces
<b>City of Duncan</b>							
52	173	38	0	8	14	8	<b>293</b>
<b>Electoral Area D</b>							
0	0	0	0	8	7	8	<b>23</b>
<b>Electoral Area E</b>							
0	32	32	8	0	14	0	<b>86</b>
<b>Total Cowichan Valley Central</b>							
52	205	70	8	16	35	16	<b>402</b>

Sources: Union of BC Municipalities Community Child Care Planning Inventory; 2020 Cowichan Child Care Provider Survey, Winter 2019/20

**Table CVC4: Cowichan Valley Central Licensed Child Care Programs, 2020**

Group Care, Birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, School Age	Multi-Age Child Care	Family Child Care	In-Home Multi-Age Child Care	Total Programs
<b>City of Duncan</b>							
3	8	2	0	1	2	1	<b>17</b>
<b>Electoral Area D</b>							
0	0	0	0	1	1	1	<b>3</b>
<b>Electoral Area E</b>							
0	2	2	1	0	2	0	<b>7</b>
<b>Total Cowichan Valley Central</b>							
3	10	4	1	2	5	2	<b>27</b>

Sources: Union of BC Municipalities Community Child Care Planning Inventory; 2020 Cowichan Child Care Provider Survey, Winter 2019/20

## COWICHAN VALLEY CENTRAL CHILD CARE COVERAGE RATES

Current child care coverage rates (i.e., the number of child care spaces per 100 children) were calculated using current population estimates for Cowichan Valley Central, and the number of licensed child care spaces currently available in the region. Within Canada, the ratio of child care spaces per 100 children aged 12 and under varies significantly by province. The national average in 2017 was 27.2 spaces per 100 children, while British Columbia's provincial average was considerably lower at 18.4 spaces per 100 children.<sup>12</sup>

Table CVC5 below summarizes the coverage rates, by age group, in Cowichan Valley Central.

**Table CVC5: Cowichan Valley Central Licensed Child Care Coverage Rates, 2020**

Age Group	Current Child Population	Current Number of Spaces	Current Estimated Coverage Rate
<i>All children 0-12 years</i>	<b>1,524</b>	<b>402</b>	<b>26.4</b>
Pre-school aged children, 0-5 years	654	361	55.2
Infant / Toddler children, 0-2 years	276	90	32.7
Preschool aged children, 3-5 years	378	271	71.6
School aged children, 6-12 years	870	41	4.7

Sources: Union of BC Municipalities Community Child Care Planning Inventory; 2020 PEOPLE Population Projection Data

There is little consensus or established benchmarks regarding what is a sufficient number of child care spaces within a region. The Canadian Centre for Policy Alternatives (CCPA) identifies forward sortation areas (FSAs) with one licensed child care spot per three (or more) children aged 0-5 years (i.e., 33% coverage), and a minimum of 50 children in that FSA, as a child care desert. Families living in child care deserts are anticipated to experience significant difficulty getting access to child care.<sup>13</sup> Currently, Cowichan Valley Central has a 33% coverage rate for children aged 0 to 2 years (infant-toddler group), putting it on the cusp of being a child care desert for that age group. Coverage is much higher for the 3-5 years age group, at 72%. The child care coverage rate for children aged 6-12 is lowest, at only 5% coverage.

**Currently there are 26.4 child care spaces for every 100 children aged 0-12 years in Cowichan Valley Central.**

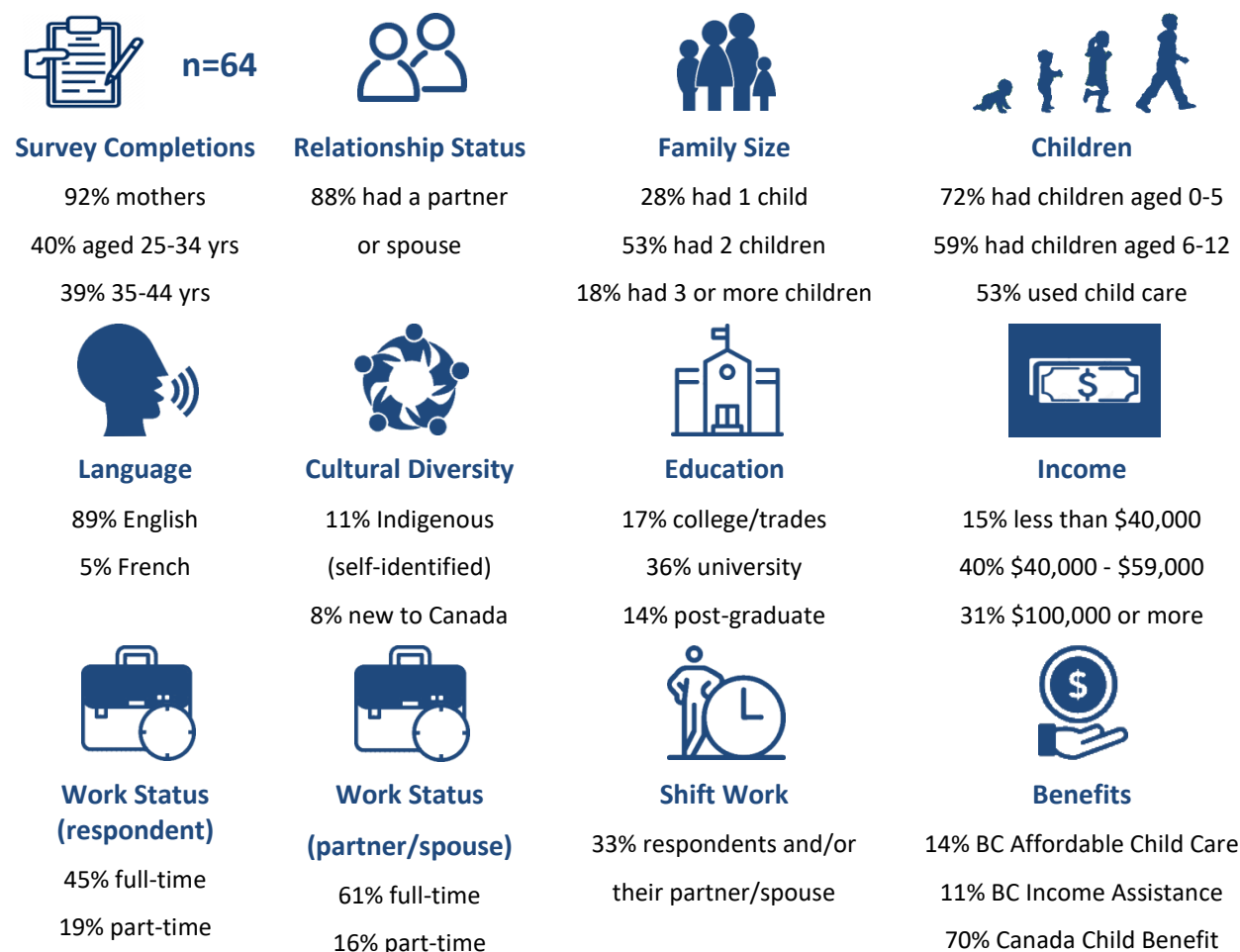
<sup>12</sup> Early Childhood Education and Care in Canada 2012 (9<sup>th</sup> edition, June 2013), Childcare Resource and Research Unit. Retrieved from [https://childcarecanada.org/sites/default/files/CRRU\\_ECEC\\_2012\\_revised\\_dec2013.pdf](https://childcarecanada.org/sites/default/files/CRRU_ECEC_2012_revised_dec2013.pdf)

<sup>13</sup> Macdonald, D. Child Care Deserts in Canada. Canadian Centre for Policy Alternatives (June 2018). Retrieved from <https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office/2018/06/Child%20Care%20Deserts.pdf>

## CHILD CARE QUALITY AND ACCESSIBILITY

In addition to review of the child care capacity and coverage rates, Malatest conducted survey and interview research with stakeholders to better understand local perceptions of the quality, accessibility, and affordability of child care in Cowichan Valley Central. Information about research participants, and key themes that emerged from this research, are discussed in this section.

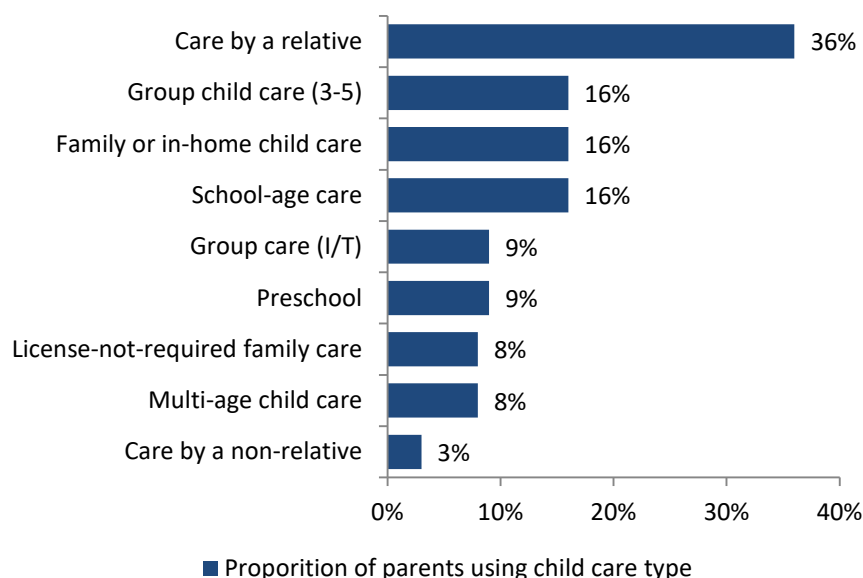
### SUMMARY OF PARENT AND CAREGIVER SURVEY RESPONDENTS



Source: 2020 Cowichan Child Care Parent and Caregiver Survey, n=64. Not all response options are shown.

Of the 64 parent/caregiver respondents, almost one-half (44%, n=28) reported using child care, and of these respondents used all care types (see Figure CVC3). Care by a relative was the primary care type used in Cowichan Valley Central (36%, n=23).

**Figure CVC3: Child Care Use by Care Type, Cowichan Valley Central Respondents**



Source: Cowichan Valley Child Care Parent and Caregiver Survey, n=28. This question allowed for multiple responses, therefore percentages may add up to more than 100%.

## KEY THEMES FROM COMMUNITY STAKEHOLDER ENGAGEMENT

Three key themes emerged from surveying and interviewing community stakeholders regarding child care in Cowichan Valley Central: availability, affordability, and quality of child care.

### AVAILABILITY OF CHILD CARE

*[There is a] huge need in our community for infant and toddler spaces.*

Across all stakeholder groups, there was a consensus that more child care spaces are needed. Over three-quarters of child care providers in the Central Cowichan region (76%, n=16) reported a need for more child care spaces.

Currently, more than one-half (62%, n=13) of participating child care centres in Central Cowichan have waitlists. When asked about the number of spaces needed, almost one-half of these providers (43%, n=9) recommended

doubling the number of current spaces in the area.

One-half of all parents and caregivers in the Central Cowichan region (50%, n=32) cited lack of availability of child care spaces as a primary reason for not accessing their preferred type of child care. Over one-half of these parents and caregivers (61%, n=39) felt that the creation of more spaces would improve child care services in Cowichan Valley Central.

All groups agreed that infant and toddler spaces are particularly needed, followed by after-school care spaces. Increasing the availability of child care for children with extra support needs was also identified as a priority among all groups. Slightly less than two-thirds of child care provider respondents in the Central Cowichan area (62%, n=13) currently are able to care for children with additional support needs. As a result, available child care spaces are even scarcer for children with additional support needs. Only one-third of

parents and caregivers (37%, n=35) agreed with the statement, “Child care options in the Cowichan region provide all the services / supports necessary for children to succeed.”

*Children with extra support needs [such as language and speech] tend to be underserved.*

Key informants echoed these findings, and pointed out that there is not enough Support Child Development (SCD) funding available to support the children currently in care. For this reason, these interviewees questioned the benefits of additional spaces on the already-strained services in the region. Stakeholders also noted a lack of support workers who are able and/or willing to work contracted support hours.

Stakeholders shared stories of programs being unable to take on children requiring extra supports, due to insufficient numbers of trained educators or additional support staff. A small proportion of parents and caregivers (6%, n=4) surveyed said a barrier to accessing their preferred type of child care was that local care could not meet their child’s extra support needs.

In addition to a lack of spaces, all stakeholder groups expressed a need for more flexible options in the hours when care is available. Child care providers in Cowichan Valley Central recognized the need for extended hours including early mornings (48% agreed this was a need), later evenings (43% agreed this was a need), and before and after school and during school closures (52% agreed this was a need). Over one-half of parents in Central Cowichan (61%, n=39) said that a greater flexibility in hours of child care availability would improve local child care services. A number of stakeholders suggested opening a child care centre in the hospital to help improve accessibility of child care for shift workers.

*Earlier start times for daycare would allow me to work more and would help all shift workers.*

Finally, lack of public transportation to child care centres was noted as a challenge to accessibility of child care. The scarcity of child care spaces across the Cowichan region doesn’t allow parents and caregivers the option to select a child care site within walking distance from home, leaving it up to parents and caregivers to find ways to reach facilities that may be a long distance from their home and/or place of work. For those without reliable access to a personal vehicle, this creates an additional hurdle to accessing child care.

## AFFORDABILITY OF CHILD CARE

All stakeholder groups and key informants agreed that child care is too expensive for many families. Participants believed that access to more affordable child care would have benefits for parents and caregivers in a number of areas. These included:

- Improve parents’ and caregivers’ chances to gain employment (20% of local parents/caregivers, n=12; 52% of the general population throughout the CVRD, n=49);
- Allow parents and caregivers to work more hours (30% of local parents/caregivers, n=19);
- Reduce parents’ and caregivers’ absences at work (22% of local parents/caregivers, n=14; 59% of the general population throughout the CVRD, n=56); and
- Allow parents and caregivers to improve their education, or update their training and/or credentials (30% of local parents/caregivers, n=19).



One-half of general population respondents in the CVRD (50%, n=47) indicated that lowering child care fees would result in increased economic prosperity. Majorities of both parents and caregivers in Central Cowichan (50%, n=32) and the general population throughout the CVRD (78%, n=74) agreed that low-cost child care would have a number of non-economic benefits. Anticipated benefits included:

- Reduced stress levels and improved mental health for parents and caregivers (50%, n=32 of parents and caregivers; 78%, n=74 of general population respondents);
- Increased parental and caregiver satisfaction with child care in the area (70%, n=45 of parents and caregivers); and
- Increased parental and caregiver satisfaction with their current child care arrangements (39%, n=25 of parents and caregivers).

One-half of parents and caregivers (50%, n=32) in Cowichan Valley Central reported cost as one of their primary reasons for not accessing their preferred type of child care.

Key informants stated that affordability of child care is a common concern among families they serve. These interviewees shared stories of many families, especially young parents, not being able to find child care even if they could afford it. Qualifying for child care was also noted as a concern, particularly for parents who are not employed or are attending school, and therefore cannot qualify for subsidies.

## QUALITY OF CHILD CARE

Slightly more than one-half of general population survey respondents (53%, n=35) agreed that “child care options in the Cowichan region offer quality child care.” Parents and caregivers in Central Cowichan were less likely to agree with that statement, with only 39% agreeing (n=50). However, over one-half of local parents and caregivers (55%, n=35) indicated that they were satisfied with the quality of care provided by the child care arrangement they currently have, and few (4%, n=6) were dissatisfied with the quality of their current child care arrangements. Key informants spoke highly of the quality of child care in the region.

Inclusivity, a common indicator of child care quality, is defined as the extent to which a child care site is inclusive of children of all abilities (including extra support needs) and incorporating the diversity of the community. Minorities of general population respondents throughout the CVRD (37%, n=35) and parents and caregivers local to Central Cowichan (26%, n=17) agreed that child care options in the Cowichan region are inclusive in terms of children’s abilities. Similarly, one-third of local parents and caregivers (31%, n=20), and less than one-half of the general population in the CVRD (45%, n=43) agreed that child care options reflect the diversity of the community. These findings suggest that inclusivity of child care could be an area for further improvement.

The quality of a child care centre is also impacted by the quality of the individuals who work there. Over two-thirds of child care providers in Central Cowichan (67%, n=14) believed that increased wages and a greater availability of qualified staff would improve the quality of child care in their area. In addition, key informants felt non-licensed care can hinder child care quality and if more care centres are added, they should be licensed.



## CHALLENGES FOR CHILD CARE PROVIDERS

*The number one issue is finding and retaining good quality staff.*

Child care providers identified staffing as their primary challenge in providing child care. In particular, providers noted challenges with hiring qualified staff (67%, n=14) and retaining educators (48%, n=10). Similar issues were raised regarding potential challenges to expanding existing child care centres. These participants noted that it was a challenge to find an available labour pool of well-trained staff (47%, n=10 identified this as an issue) and to offer wages at

the level needed to attract and retain these qualified staff (62%, n=13 identified this as an issue). However, many felt that an increased availability of early childhood educators would motivate them to increase the number of child care spaces at their facility.

A majority of stakeholders echoed the sentiments expressed by child care providers, regarding current staffing issues in the industry. There was consensus among all groups that increased compensation would encourage more people to pursue education in, and join, the child care profession as they could expect to be fairly compensated for their work.

*[There is a] lack of people motivated to open a daycare, as it is a lot of work for little pay.*

*In Cowichan there are several municipal boundaries and capacity issues. Regional districts haven't had child care on their agendas and tightening budgets make it more difficult to add new services or expand existing ones.*

Child care providers identified some other important areas that could influence child care sites' willingness to increase their capacity. Barriers to increasing the number of spaces included:

- The need for more physical space (52%, n=11); and
- More funding (57%, n=12).

More governance was also thought to be needed over unlicensed child care. Concerns were raised from stakeholders that these unlicensed centres get the same access to government funding as

licensed child care centres, and they charge the same or more than licensed centre, yet their quality may often not be equivalent.

## FUTURE CHILD CARE TARGETS

Based on anticipated future need for child care in Cowichan Valley Central, Malatest has developed a series of targets for increasing the supply of licensed child care spaces in the region. Recommendations include:

- Number of child care spaces needed, by age group and care type, over the next ten years to meet changing demographics and anticipated change in demand;
- Number of child care programs needed to accommodate these spaces;
- Space needs for recommended programs (i.e., interior and exterior space requirements to accommodate children in the identified programs);
- Potential sites in the City of Duncan, and Electoral Areas D and E, where additional needed programs could be located; and
- Staffing needs to accommodate the increased number of programs and spaces recommended.

### SPACE CREATION TARGETS

This subsection of the report provides short-, medium-, and long-term child care space creation targets for Cowichan Valley Central.

Space creation targets for each of the child care age groups were calculated by multiplying projected populations for each age group (taken from BC Stats' PEOPLE Population projections) by target coverage rates for these age groups. Target coverage rates were decided based on multiple factors: available recommendations for best practice in existing literature, the experience of other jurisdictions in providing child care, and estimates of unmet need for each age group within the CVRD based on survey and interview data. Baseline target coverage rates for each of the age groups were:

- 55% for the 0-2 years age group;
- 85% for the 3-5 years age group; and
- 20% for the 6-12 years age group.

These target coverage rates were baselines only, and were adjusted for each community as appropriate based on anticipated unmet need as well as findings from key informant interviews. For more information on how these targets were arrived at, please refer to the Methodology Section of the Final Report prepared for this project.

These targets identify the number of child care spaces required to support the projected population of Cowichan Valley Central over the next ten years (see Table CVC6). The most aggressive increases are seen in the 6-12 year age group, as this age group requires the largest increase in coverage rates – a fourfold increase from 5% coverage to 20% coverage by 2030.

**Table CVC6: Total Target Child Care Spaces by Age Group, Cowichan Valley Central, 2020-2030**

Year	Spaces Children 0-2 years	Spaces Children 3-5 years	Total Spaces Children 0-5 years	Spaces Children 6-12 years	Total Spaces Children 0-12 years
2020	90	271	361	41	402
2021	90	262	60	352	412
2022	94	254	86	347	433
2025	105	250	118	354	473
2030	120	245	156	365	521

Sources: Union of BC Municipalities Community Child Care Planning Inventory (2020 spaces only); 2020 PEOPLE Population Projection Data

**Space creation targets for 2030 require 119 net new spaces over ten years: 30 for infant-toddler, a reduction of 26 spaces for preschool ages, and 115 additional spaces for school-aged children.**

Table CVC7 provides a summary of how these required spaces could be broken down by child care type. It is important to note that very small increases in family and in-home multi-age child care were projected, due to the fact that these operations have low capacity numbers and most in the region are already serving as many children as possible. The only way to substantially increase child care spots in these types of programs would be for child care operators to open their own in-home facilities, which is considerably more challenging to promote and incentivize than adding capacity to other types of child care sites.

**Table CVC7: Total Target Child Care Spaces by Type of Care, Cowichan Valley Central, 2020-2030**

Type of Care	2020 Supply	Estimated Short-Term Need, 2021*	Estimated Short-Term Need, 2022*	Estimated Medium-Term Need, 2025*	Estimated Long-Term Need, 2030*
Group Child Care (Birth to 36 months)	52	54	56	62	68
Group Child Care (30 months to school age)	205	211	221	243	265
Licensed Preschool	70	72	75	82	92
Group Child Care (School age)	8	8	13	16	24
Multi-Age Child Care	16	16	17	19	21
Family Child Care	35	35	35	35	35
In-Home Multi-Age Child Care	16	16	16	16	16
<b>Total Child Care Spaces</b>	<b>402</b>	<b>412</b>	<b>433</b>	<b>473</b>	<b>521</b>

Source: Union of BC Municipalities Community Child Care Planning Inventory (2020 spaces only)

\*Consultant estimates

Figures in brackets indicate net change in space numbers between the column's year targets and the previous column's year targets.

It is important to note that, over the course of this project, School District 79 has committed to creating 201 new child care spaces, 74 of which will be in Duncan, within the Central Cowichan region. Of these 74 spaces, 50 are being dedicated to Group Child Care (30 months to School Age) and 24 are being dedicated to Group Child Care (Birth to 36 months). As a result, some of the targets provided above may already have been met.

Finally, Table CVC8 provides a summary of the overall increase in coverage rates, from 2020 to 2030, based on recommended space creation targets and population projections for these age groups. As can be seen in the table, childcare space creation targets proposed by Malatest result in the largest improvements targeted at the 0-2 years age group, while increases are smallest among the 6-12 years age group.

**Table CVC8: Change in Proportional Child Care Coverage, Cowichan Valley Central, 2020-2030**

Age Group	2020	2030	Percentage Point Change
0-5 years	55%	74%	+19 pts
0-2 years	33%	58%	+25 pts
3-5 years	72%	86%	+14 pts
6-12 years	5%	20%	+15 pts
<b>Overall Coverage Rate: 0-12 years</b>	<b>26%</b>	<b>43%</b>	<b>+17 pts</b>

## PROGRAM CREATION AND SITE LOCATION NEEDS

In addition to estimating the need for individual child care spaces, by age group and care type, over the next decade, Malatest developed estimates and recommendations on creation of child care programs to accommodate these additional spaces, and identified potential sites that could be used to house these additional child care programs. These estimates and recommendations are discussed in the sub-sections below.

### PROGRAM CREATION

Malatest used its recommendations for space creation targets, by care type, to identify the number of additional programs that will be needed to accommodate these targets. In calculating the number of additional programs needed, the following assumptions or parameters were used:

- All programs will be fully subscribed to the legal maximums prescribed by the provincial government; and
- Where partial programs are needed (e.g., calculation indicated a need for 4.35 programs), number of needed programs were always rounded up to accommodate legal requirements for the *maximum* number of children in a program.

As a result of these approaches, these recommendations for additional programs needed should be taken as the minimum required to meet the space creation targets identified, but will also provide a small amount of additional capacity for more spaces if needed by the community.

Further, it is important to note that Malatest has delineated a difference between *programs* and *sites*. “Program” refers to each licensed child care program that serves up to its maximum number of children. “Site” refers to the physical location (building and outdoor space) that serves one or more programs. Many of the larger child care operators host multiple programs at their site; for example, a child care operator who reports 24 spaces for infant-toddler group care hosts two programs, as the maximum number of children who can be served by that care type in a single program is 12.

Given that the UBCM inventory does not break down the number of programs at a specific site in this manner, the number of sites in 2020 is a best estimate based on the number of spaces that each operator reports offering and the applicable legal maximum enrolments for each type of care. It is also important to note that staffing shortages may be limiting the ability of sites to operate at their maximum potential capacity. For example, while the maximum number of children in a licensed preschool program is 20, there is also a requirement that there be a minimum of one ECE or ECE assistant for every ten children (with at least one full ECE required for every program). Therefore, it should not be assumed that simply because a site appears to have unfilled spaces based on potential maximum capacity, these sites could start meeting an increase in demand immediately.

Finally, it is important to note that although in some cases, there are negative net gains in programs between 2020 and 2030 based on Malatest’s recommendations, this should not be taken as a blanket recommendation to completely shutter child care programs or whole sites. Closure of child care sites would likely result in backlash from families in the community, and closure of sites in already poorly served areas could result in *no* child care sites being available to some families within a reasonable distance. Therefore, where there is potential to close child care programs, municipalities and electoral areas should consider:

1. Whether there is an opportunity to reduce the number of programs within a single site (e.g., if a child care center currently operates the equivalent of two preschool-aged group care programs, could this be reduced to one in order to maintain access within the geographic area while still reducing the number of spaces?),
2. Whether closures would put hardship on the local community or neighbourhood to find alternative child care options, and
3. If there are opportunities to re-purpose program closures to offer other needed programs (e.g., if the preschool-aged group care is over-served, but additional programs are needed for birth to 36 months group care, can that program space be altered to serve a different group rather than shut down altogether?).

With these considerations in mind, Table CVC9 summarizes the changing needs for child care programs in Cowichan Valley Central over the next ten years. Due to anticipated decreases in the number of children in the region, and already-high proportional coverage rates, Malatest anticipates a need for three fewer group care programs for children aged 30 months to school age, and two fewer licensed preschools. There will, however, be increases in demand for all other care programs. In particular, Malatest anticipates a large increase in need for multi-age care programs to accommodate the higher target coverage rates for school-aged children, and a need for two additional group care programs serving infants and toddlers.

**Table CVC9: Change in Need for Child Care Programs, Cowichan Valley Central, 2020-2030**

	Group Care, Birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, School Age	Multi-Age Care	Family Care	In-Home Multi-Age Care
2020 Spaces Reported	52	205	70	8	16	35	16
2020 Programs	7	13	7	2	2	5	2
2030 Target Spaces*	103	227	81	82	52	40	24
2030 Programs Needed*	9	10	5	3	7	6	3
2030 Net Program Gain	2	-3	-2	1	5	1	1

Source: Union of BC Municipalities Community Child Care Planning Inventory (2020 spaces and programs only)

\*Consultant estimates

## PROGRAM SPACE NEEDS

Each child care program is required to meet certain minimum space requirements, to ensure adequate area for care, activities, and enrichment for children served by the program. Based on the number of additional child care programs identified as needed in each sub-region of the CVRD, Malatest has calculated the amount of additional space – interior and exterior – needed to accommodate these additional programs. Below is a list of assumptions and limitations should be kept in mind when reviewing the estimates of additional space needed.

- Calculation of additional space needed for each program type was calculated based on provincial minimum requirements. These recommendations should be considered the *minimum* needed to legally open and operate the recommended child care programs.

- Malatest has assumed that all programs will be operating at maximum capacity, therefore calculation of site size was based on per-child space requirements at the maximum number of children allowable in a single program.
- There are different maximum program enrollments by age within the school-aged group care program; these programs may serve up to 25 children in the K-Grade 2 age group, and up to 30 children older than that. Malatest’s calculations for space requirements for these programs are based on a “middle ground” assumption of enrollment at 28 children per program.
- Exterior space requirements for preschool and school-aged group care programs, as well as home-based care programs, specify that an exterior activity area must exist, but do not give space requirements. Malatest has maintained the general requirement of 7 m<sup>2</sup> per child that exists for other group care programs, to create estimates, however it should be noted that municipalities and electoral areas may have flexibility for these program types in terms of the exact size of outdoor activity areas.
- Provincial interior space minimums do not account for non-activity areas that may be required, such as hallways, janitorial closets, washrooms, and kitchens. Malatest has added a 25% allowance to interior space calculations to accommodate for these other spaces, based on recommendations from the City of Richmond’s Child Care Design Guidelines.
- There are provincial allowances for some co-located programs to share required non-activity areas such as kitchen facilities and janitorial closets. This is an opportunity to reduce the total amount of space needed to meet new program requirements and maximize efficient use of available sites. However, given insufficient information available to Malatest regarding the total size of potential child care sites and thus the ability to co-locate programs at single sites, Malatest has not assumed that programs will be co-located and so the space recommendations here may be slightly higher than actual needs.
- Exterior space requirements account for activity areas accessible to children only. These exterior space requirements do not account for other space that may be required under applicable bylaws such as set-backs, parking spaces, or pick-up and drop-off areas.

With these considerations in mind, Table CVX10 summarizes program space needs by program type. Space needs are given for each program (columns three and four), and overall space needs to accommodate all needed programs of that type (columns five and six).

**Table CVC10: Interior and Exterior Space Needs to Serve Recommended Program Creation, 2030**

Care Type	New Sites Needed by 2030	Interior Floor Space per Program (m <sup>2</sup> )	Exterior Activity Space per Program (m <sup>2</sup> )	Total Interior Space Needed, All Programs (m <sup>2</sup> )	Total Exterior Space Needed, All Programs (m <sup>2</sup> )
Group care, birth to 36 months	2	55.5	84.0	111.0	168.0
Group care, 30 months to school age	-3	115.6	175.0	-346.9	-525.0
Licensed Preschool	-2	92.5	140.0	-185.0	-280.0
Group care, school age	1	103.1	192.5	103.1	192.5
Multi-Age Care	5	37.0	56.0	185.0	280.0
Family Child Care	1	32.4	49.0	32.4	49.0
In-Home Multi-Age Care	1	37.0	56.0	37.0	56.0

Reference: *Community Care and Assisted Living Act*. Child Care Licensing Regulation. Retrieved from [http://www.bclaws.ca/civix/document/id/loo70/loo70/12\\_319\\_89](http://www.bclaws.ca/civix/document/id/loo70/loo70/12_319_89)

### POTENTIAL CHILD CARE SITES

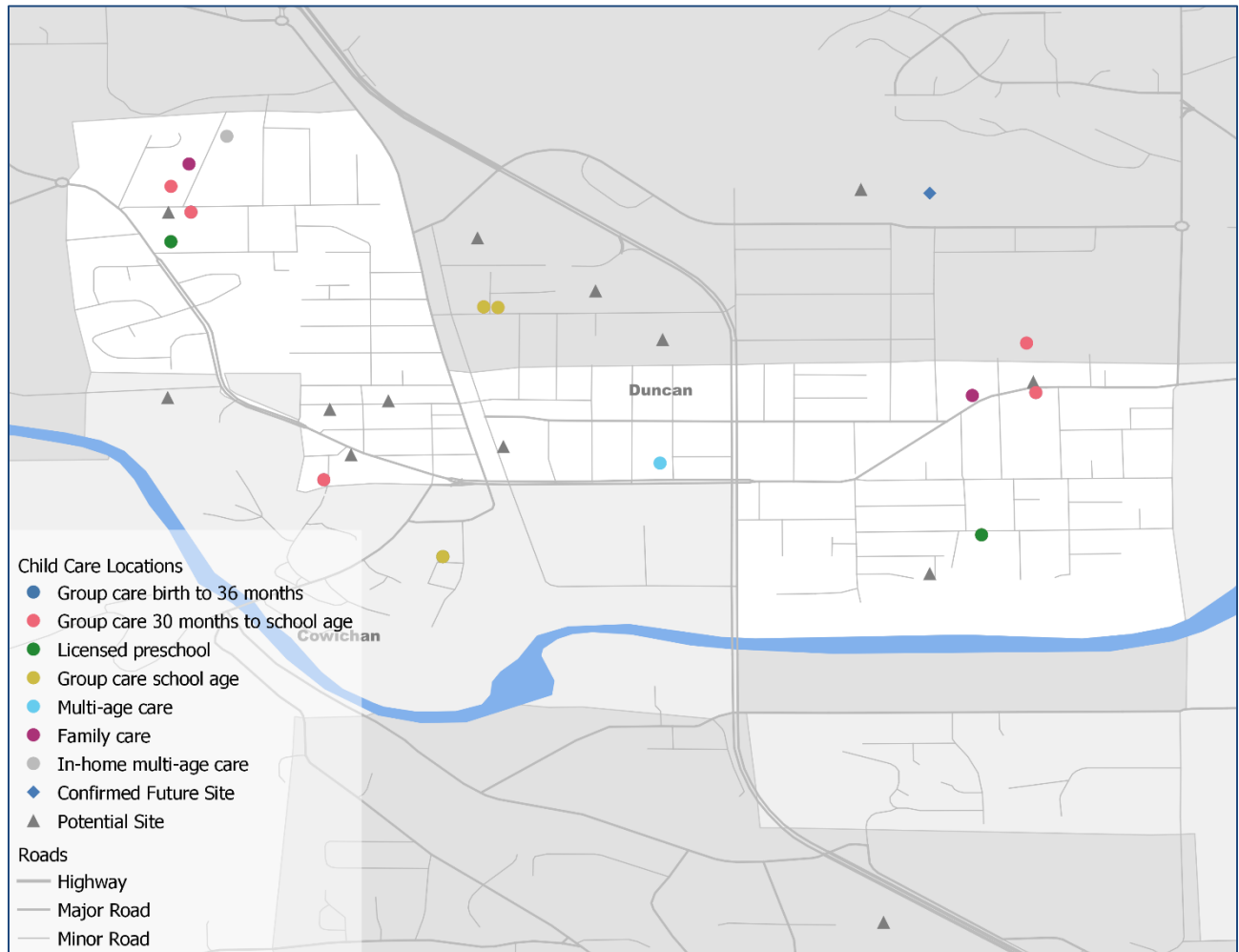
Malatest has identified a number of potential sites for housing new child care programs throughout Cowichan Valley Central. The following three maps illustrate the location of existing child care locations (represented by circles), and locations of potential future child care sites (represented by triangles) in each of the City of Duncan, Electoral Area D, and Electoral Area E.

It is important to note that Malatest did not assess potential future child care sites for their suitability for different types of child care programs. A number of issues that could not be addressed in the data that Malatest had available should be examined prior to making any final decisions about the suitability of potential sites, including:

- Interior and exterior floor space available, and whether there is sufficient space to meet minimum requirements for the intended care program(s);
- Building remediation and upgrading needs, whether it will be cost-efficient to make the building suitable for child care programs if such improvements are needed;
- Ability of municipalities and partner organizations to negotiate sale or leasing agreements with current property owners; and
- Accessibility of potential sites to likely child care users (e.g., whether the site is easily accessible by public transit, whether it would serve an area or neighbourhood that is currently under-served by child care programs, etc.).



**Figure CVC4: Current and Potential Future Child Care Sites, Duncan**



**Figure CVC5: Current and Potential Future Child Care Sites, Electoral Area D**

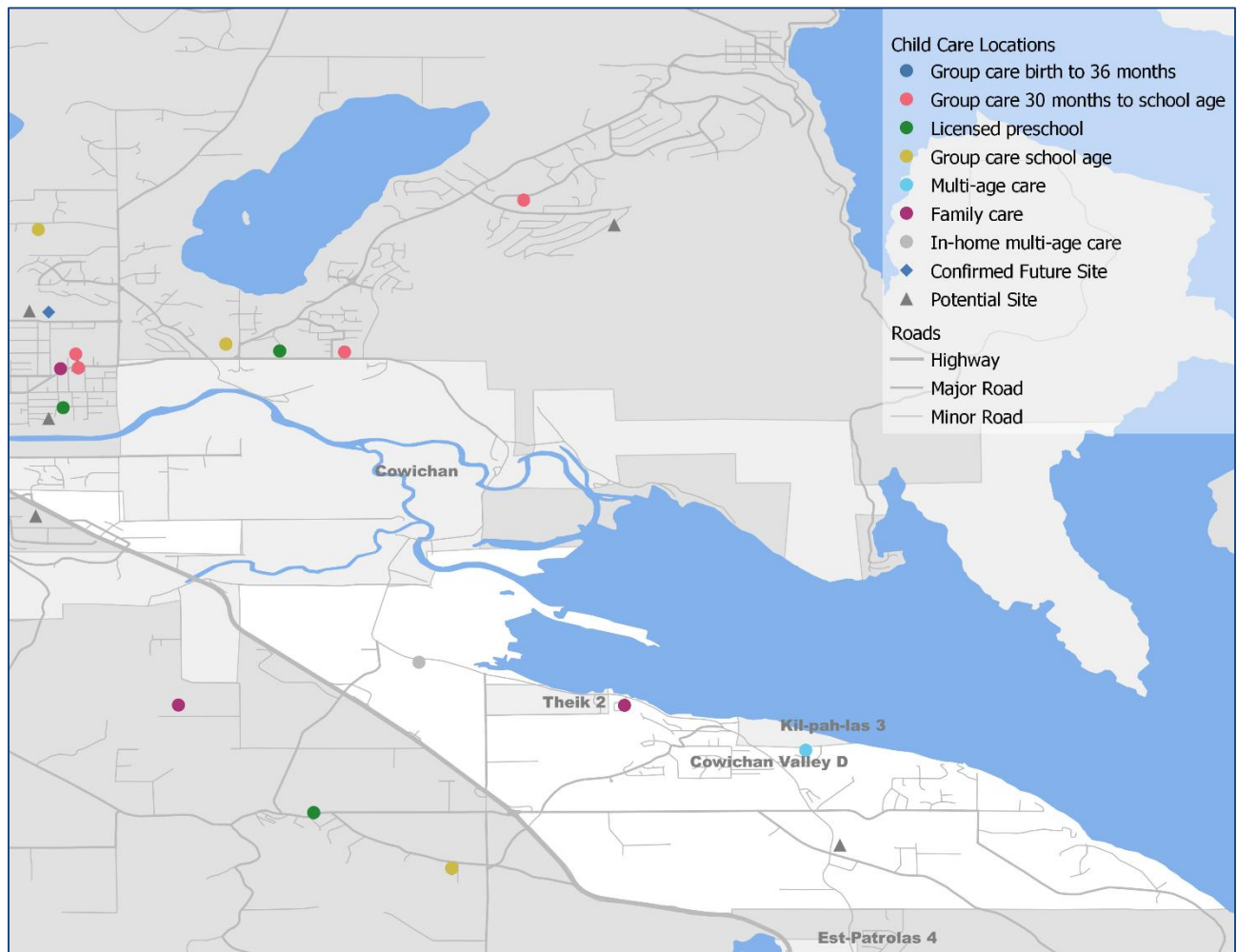
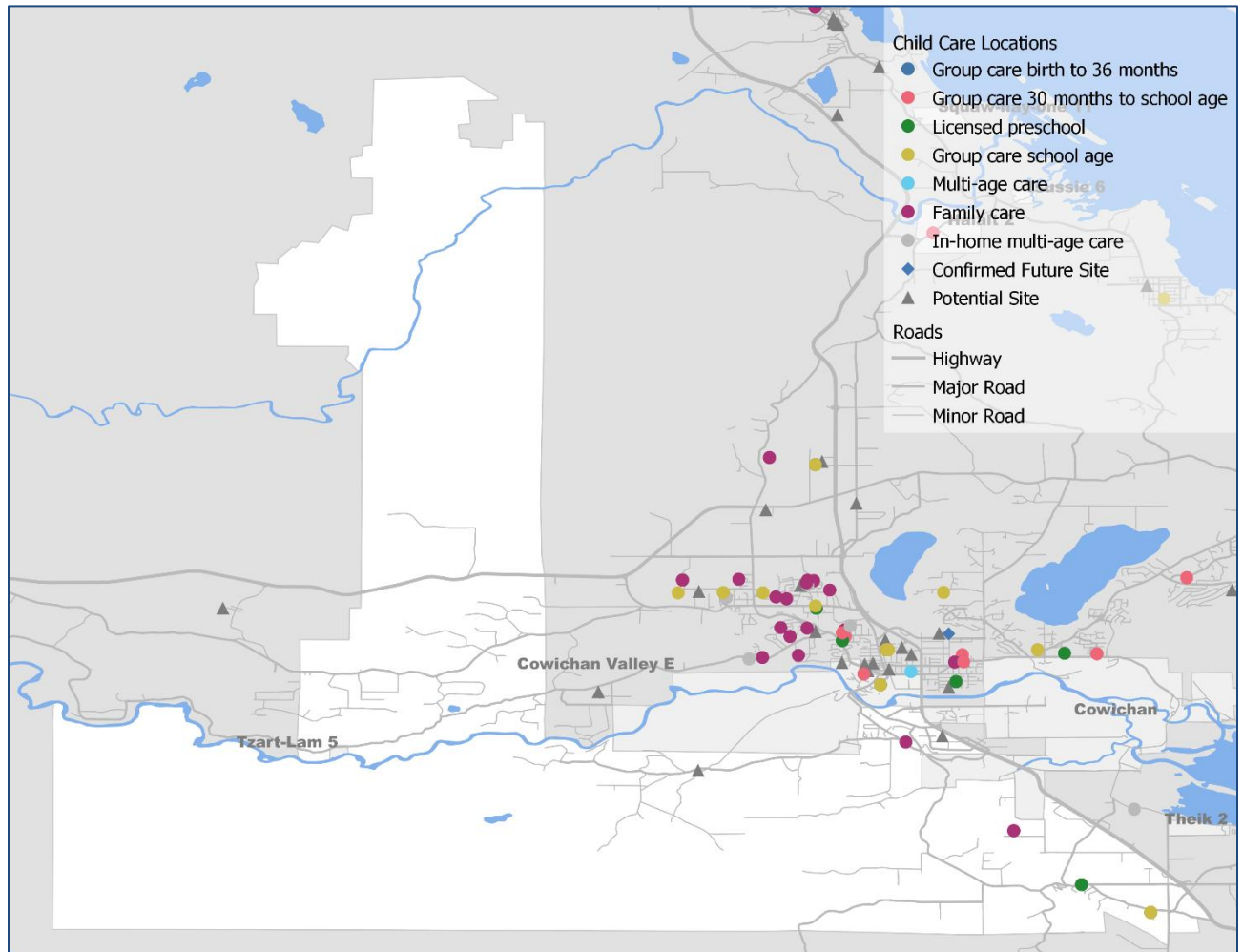


Figure CVC6: Current and Potential Future Child Care Sites, Electoral Area E



## STAFFING NEEDS FOR FUTURE CHILD CARE PROGRAMS

Finally, as noted previously, the ability to offer child care spaces is limited not only by physical space at a site, but also by the number of staff available to supervise and care for children. Minimum staffing requirements are established by the provincial government and are applicable to all licensed child care programs, although requirements vary by program type.

Malatest has calculated the number of staff that will be needed to serve the new programs and number of new spaces recommended to be created in the Cowichan region by 2030. When calculating these requirements, the following assumptions were made:

- All programs recommended for creation will be fully subscribed;
- All programs will be staffed at the minimum qualification level required by the provincial government (e.g., if a program requires one ECE and one ECE assistant, Malatest assumed that the second staff member is qualified at the ECE assistant level and the program does not employ two full ECEs); and
- All staff work full-time (i.e., these are full-time equivalency, or FTE, positions).

It should also be noted that Malatest did not undertake a comprehensive labour market analysis of child care workers in the Cowichan region. Typically, forecasting for future labour market need would encompass surveying employers regarding not only their current number of employees and qualification levels, but also the ages and expected retirements of these employees, employee turnover rate, and other metrics that can be used to create a comprehensive forecast of labour market trends over the medium- to long-term. Although Malatest has calculated the anticipated number of new FTE positions that will be created by creating additional child care spaces and, thus, new child care programs, this forecast does not account for potential complicating factors in workforce needs such as coming retirements, “burnout rate” where workers – particularly those in caregiving work – leave the profession entirely, in- and out-migration of qualified workers in the region, and other factors that can impact labour markets beyond simply graduation rates from eligible programs and positions available in the region.

With these considerations in mind, Table CVC11 summarizes the total needed child care workers, by qualification level, by 2030. Included in the table are both total labour pool needs in Cowichan Valley Central, and the anticipated number of new FTE positions that will be created by the recommended increase in spaces by 2030.

Within Cowichan Valley Central, the recommendations to reduce the number of preschool-aged care programs (both licensed preschools and group care for this age group) will result in a decreased need for ECE Assistants. However, there will be increased demand for fully qualified ECEs, and ECEs with infant-toddler training. There is an opportunity here to encourage some of those currently qualified as ECE Assistants to pursue upgrading to meet these changes in demand for qualifications. There is also anticipated to be an increase in demand for child care workers with Responsible Adult certification in order to meet increased demand for school-aged spots. However, Responsible Adult certification is the minimum credential required to work in these care programs; ECE Assistants may also fill these roles.

Table CVC11: Child Care Worker Needs by Qualification Level, Cowichan Valley Central, 2030

	Group Care, birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, school age	Multi-Age Care	Family Child Care	In-Home Multi-Age Care	<i>Total Staffing Requirements</i>
<b>Total 2030 Programs Needed</b>	<b>9</b>	<b>10</b>	<b>5</b>	<b>3</b>	<b>7</b>	<b>6</b>	<b>3</b>	<b>-</b>
<b>Gain in Programs by 2030</b>	<b>2</b>	<b>-3</b>	<b>-2</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>-</b>
<b>Total ECE Infant-Toddler Needed</b>	9	0	0	0	0	0	0	<b>9</b>
<b>Gain in ECE Infant-Toddler Needed</b>	2	0	0	0	0	0	0	<b>2</b>
<b>Total ECE Needed</b>	9	10	5	0	7	0	3	<b>34</b>
<b>Gain in ECE Needed</b>	2	-3	-2	0	5	0	1	<b>3</b>
<b>Total ECE Assistant Needed</b>	9	30	5	0	0	0	0	<b>44</b>
<b>Gain in ECE Assistant Needed</b>	2	-9	-2	0	0	0	0	<b>-9</b>
<b>Total Responsible Adult Needed</b>	0	0	0	9	0	6	0	<b>15</b>
<b>Gain in Responsible Adult Needed</b>	0	0	0	3	0	1	0	<b>4</b>

## MUNICIPAL BYLAWS, RESOURCES, AND PLANS

While a number of areas for potential improvement and expansion of child care in Cowichan Valley Central have been identified in this report, these suggestions should be considered within the context of broader municipal or regional needs, priorities, and plans. There are a number of areas under municipal jurisdiction, such as zoning and business licensing, that can be leveraged to support strong child care growth initiatives.

Table CVC12 below summarizes the types of municipal approaches that can have an impact on child care availability, affordability, and accessibility in a region. The three right-most columns indicate whether each of the communities within Cowichan Valley Central have undertaken such an approach to date. Where a column has been left blank, Malatest has confirmed with the relevant municipal or regional government that this approach has *not* been implemented to date and therefore may be an opportunity for action at the municipal or regional level.

**Table CVC12: Municipal Policies, Plans, Bylaws and Resources, within Cowichan Valley Central**

Approach	Impacts on Child Care Access	Duncan	Area D	Area E
<i>Strategies, Plans, and Policies</i>				
Child Care Strategy or Policy	<ul style="list-style-type: none"> <li>Acknowledges child care as fundamental to supporting healthy children and communities</li> <li>Provides guiding principles for municipal governments when working individually, with other levels of government, and/or with businesses and non-profit organizations; guiding principles help ensure that various initiatives and efforts are complementary and support one another</li> </ul>			
Child care addressed in Official Community Plan	<ul style="list-style-type: none"> <li>Ensures that child care facilities and businesses are incorporated into long-term community development goals, land use planning, and business licensing practices</li> </ul>	✓	✓	✓
Child care addressed in Social Plan	<ul style="list-style-type: none"> <li>Acknowledges links among social inequities and access to child care (e.g., poverty, gendered differences in labour force participation)</li> <li>Provides guiding principles on creation and implementation of child care policies that address, or do not exacerbate, existing social inequities</li> </ul>			
Child care considered a community amenity	<ul style="list-style-type: none"> <li>Creates incentives for local government to approve appropriate zoning and business licensing for child care throughout region / city</li> <li>If voluntary amenity contributions are available to developers, child care as an amenity incentivizes and leverages private capital to serve the community's child care needs</li> </ul>			

Approach	Impacts on Child Care Access	Duncan	Area D	Area E
Other child care strategies, plans, and policies				
<b>Municipal Resources</b>				
Municipal building space available for child care (any cost structure)	<ul style="list-style-type: none"> <li>Deliberate set-asides for child care space can reduce market competition for operators and ensure availability of space</li> </ul>	✓		
Municipal grants for child care operating costs	<ul style="list-style-type: none"> <li>Can provide funding to sustain specific child care operations, ensuring that specific communities maintain a minimum level of access</li> <li>Grants at a municipal level allow for funding to be targeted to better meet specific community needs (more targeted than provincial operating grants)</li> </ul>			
Municipal grants for child care capital projects	<ul style="list-style-type: none"> <li>Can encourage creation or expansion of child care facilities in specific communities / neighbourhoods to meet community needs</li> <li>Can help operators leverage private equity / investment that otherwise would not be sufficient to accomplish capital project</li> <li>Creates physical space to support creation of needed child care spots</li> </ul>			
Child care design guidelines available to child care operators	<ul style="list-style-type: none"> <li>Clarifies requirements on child care facilities for operators, reducing confusion and facilitating capital projects</li> <li>Can promote best practices or community goals through design guidelines and recommendations</li> </ul>			
Child care information documents for residents	<ul style="list-style-type: none"> <li>Facilitates access to child care for local residents, by making them aware of available licensed child care options</li> </ul>			
Municipal child care program	<ul style="list-style-type: none"> <li>Ensures a minimum number of child care spaces are available locally</li> </ul>			
Municipal staff resource dedicated to child care	<ul style="list-style-type: none"> <li>Can promote and enforce municipal requirements for child care businesses (thereby ensuring quality of care), advise on provincial requirements</li> <li>Can promote information about available child care programs in municipality to families</li> </ul>			
Other child care documents				
Other				

Approach	Impacts on Child Care Access	Duncan	Area D	Area E
<i>Child Care Facilities Permitted In:</i>				
Single Family Residential Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>	✓	✓	✓
Duplex (semi-detached) Residential Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>		✓	✓
Row House / Townhouse Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>		✓	✓
Apartment Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>			
Mixed Use Zones	<ul style="list-style-type: none"> <li>Allows for a variety of child care providers to operate (home-based, group care)</li> </ul>			
Commercial Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>	✓		
Public Use / Assembly Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>	✓		
Industrial Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>			
Agricultural Zones	<ul style="list-style-type: none"> <li>Allows for a variety of child care providers to operate (home-based, group care)</li> </ul>		✓	✓



Approach	Impacts on Child Care Access	Duncan	Area D	Area E
<i>Additional Zoning or Licensing Requirements for Child Care</i>				
Additional parking required for home-based care	<ul style="list-style-type: none"> <li>Potential to limit ability of child care operators to offer home-based child care</li> </ul>	✓		
Municipal Business License required for child care use	<ul style="list-style-type: none"> <li>Additional fees and submission requirements can create barriers to opening a child care business, or operating a child care business legally</li> </ul>	✓		
Non-resident child care staff are permitted	<ul style="list-style-type: none"> <li>Allows home-based child care operations to accommodate more children, if space on property allows</li> </ul>	✓		
Additional outdoor play space requirements / recommendations above provincial standards	<ul style="list-style-type: none"> <li>More thorough requirements may limit the number of spaces in a municipality that may house child care facilities, potentially reducing the overall number of operators and/or increasing operational costs through increased rent and competition for space</li> </ul>			
Additional building requirements beyond the BC Building Code	<ul style="list-style-type: none"> <li>More thorough requirements may limit the number of buildings in a municipality that may house facilities, potentially reducing the overall number of operators and/or increasing operational costs through increased rent and competition for qualifying buildings.</li> </ul>			

## RECOMMENDATIONS

Below are a series of recommendations for a child care strategy in Cowichan Valley Central. These recommendations incorporate findings from all three major lines of inquiry: population projections and target setting for future child care spaces and programs; stakeholder consultation regarding the availability, accessibility, and quality of child care in the region; and secondary data review of existing municipal policies, resources, and bylaws among communities in the Cowichan region.

While this report is intended for the use of Cowichan Valley Central and its constituent municipalities and districts, there are a number of priority areas for change that are outside the jurisdiction of municipal and regional governments. Therefore, recommendations listed here include comment on responsible and/or contributing levels of government.

Finally, it should be noted that the specific actions for municipal, regional, and provincial governments are not meant to be definitive recommendations; they are suggestions for actions that would support the overarching recommendation. Each community and government must consider their local context, mandate, and other factors when deciding which actions to pursue.

### INCREASING COVERAGE RATES

#### **Increase the number of child care spaces as per the recommended space creation targets.**

This report has provided a detailed breakdown of recommended space creation targets, by age group and by care type (see Tables CVC6 and CVC7). Malatest recommends making efforts to meet these targets within the time frame specified, with regular review and assessment of capacity to ensure these targets remain relevant.

#### **Municipal / Regional Government Actions**

- Review and revise existing bylaws and regulations that may be artificially limiting the ability of child care operators to offer child care (e.g., space requirements per child that are above provincial requirements), to enable existing operators to offer more child care spaces
- Incorporate targets for the creation of child care spaces and programs into community planning and strategy documents, to promote a coherent and complementary approach to child care across all departments of municipal government
- Consider creating grants to fund child care operations and/or capital investment projects, to support the creation of new programs and spaces
- Explore opportunities to acquire sites, either through purchase or lease agreements, to be made available to child care operators to support target spaces and programs

#### **Provincial Government Actions**

- Make available grant funds for capital projects to support child care space and program creation targets
- As the rollout of the Universal Child Care program continues, anticipate providing funding to child care centers aligned with space and program creation targets

## Emphasize increasing infant/toddler spaces.

Space creation targets place a strong emphasis on infant/toddler spaces; this reflects both the comparatively low current coverage rate for this age group, as well as demand voiced by stakeholders who participated in this research. Malatest recommends that efforts to expand child care coverage in the region should ensure that creation of infant/toddler spaces are prioritized.

### Municipal / Regional Government Actions

- Should target space creation targets be revised, municipal governments should consider the resulting coverage rates and aim for, at a minimum a 33% coverage rate for children aged 0-2 years old
- Incorporate language in official community plans and social plans that acknowledges the importance of infant/toddler child care in allowing mothers to re-enter the workforce, thus reducing “brain drain” in local sectors as well as promoting gender equity

### Provincial Government Actions

- As the rollout of the Universal Child Care program continues, set aside a certain proportion of funding to be dedicated to infant/toddler spaces in the region

## CREATING NEW CHILD CARE SITES

### Support creation of new child care programs and sites.

The space creation targets recommended by Malatest will necessitate the creation of new child care programs and, likely, opening of new child care centers and facilities in the region. This will require considerable capital investment that could be aided by support from both municipal and provincial governments.

### Municipal / Regional Government Actions

- Consider making current available municipal space (e.g., unused space in municipal buildings) available for the exclusive use of child care programs
- Consider leasing / renting available municipal space to child care programs for no, nominal, or below-market rates
- Examine opportunities to acquire sites (e.g., closed elementary schools) for the operation of child care programs
- Consider making municipal grants available for capital investment projects, to leverage private dollars to expand existing child care sites

### Provincial Government Actions

- Make grants available for capital investment projects, either to renovate and build new sites or to expand existing sites
- Consider working with regional and municipal governments to promote acquisition of sites for child care use

## ACCESSIBILITY

### Consider public accessibility of potential new child care sites.

Accessibility and location of child care sites was noted by a number of stakeholders in this research; many noted that there are a number of child care facilities that are not accessible by public transit. This results in the child care programs under-serving the community, particularly lower income families who may not have access to a personal vehicle. Accessibility and location of child care sites should be considered when examining potential child care sites.

#### Municipal / Regional Government Actions

- Incorporate language into official community plans and/or social plans emphasizing the need for child care sites to serve the entire community, and therefore be accessible by public transit
- When assessing potential future sites for child care programs, consider accessibility by public transit and prioritize locations that are more accessible
- If offering capital investment grants to existing child care operators to expand sites, consider weighting application criteria to favour sites that are more accessible by public transit

#### Provincial Government Actions

- If offering capital investment grants to existing child care operators to expand sites, consider weighting application criteria to favour sites that are more accessible by public transit
- Incorporate consideration of accessibility by public transit into any potential land transfers with municipal or regional governments, prioritizing sites with public transit access for child care use

### Consider need for, and incentivize, child care with extended and non-traditional hours.

Shift work poses a unique challenge to finding child care options. Very few child care sites in the Cowichan region offer extended hours such as early morning, late evening, or overnight care. Yet, for families where one or both parents are employed in shift work, there is a need to find child care options that can provide reliable care during these hours.

#### Municipal / Regional Government Actions

- If municipal operating grants are offered, consider weighting application criteria to favour programs that offer non-traditional hours
- If municipal space is being used for child care programs, consider options to allow access to facilities during these extended hours.
- Explore options with provincial government to locate child care programs in major hospitals in the region, to provide child care for those who work shifts in the hospital

#### Provincial Government Actions

- If provincial operating grants are offered, consider weighting application criteria to favour programs that offer non-traditional hours
- Explore options with municipal and regional governments to locate child care programs in major hospitals in the region, to provide child care for those who work shifts in the hospital

## AFFORDABILITY

### Attend to affordability as a key aspect of the expansion of child care in the Cowichan region.

Affordability of child care was noted as a major barrier to child care, and to child care of choice, among parents and caregivers in this research. Further, child care space targets set out in this report have assumed a considerable increase in demand due to an increase in affordability. As such, affordability of child care for families in the region should be a major priority for municipal, regional, and provincial governments.

#### Municipal / Regional Government Actions

- Incorporate language into official community plans and/or social plans, acknowledging the importance of child care being affordable to local residents to ensure equal opportunity and accessibility for all children
- Examine opportunities to financially support child care operators through granting funds (e.g., for training and upgrading, for operating costs, for capital investment projects)
- Examine opportunities to reduce child care operators' overhead through making municipal space available to them for no, nominal, or below-market rent

#### Provincial Government Actions

- Continue the rollout of the Universal Child Care program, which provides child care to families at a low, flat cost per day (currently \$10 per day)
- Examine opportunities to financially support child care operators through granting funds (e.g., for training and upgrading, for operating costs, for capital investment projects)

## SUPPORTING CHILD CARE WORKERS AND PROVIDERS

### Promote child care as a career to youth in the Cowichan region.

The space creation targets recommended by Malatest will require the creation of many full-time equivalency child care positions throughout the Cowichan region. As a result, there will be a large need in the region for qualified child care workers, particularly those with higher levels of qualifications (e.g., ECE, ECE with infant-toddler and/or special needs training).

#### Municipal / Regional Government Actions

- Promote child care work as a career through community programs and space (e.g., an ad campaign in recreation centers and local schools)

#### Provincial Government Actions

- Promote child care work, particularly the ECE qualification, through existing career promotion programs (e.g., the *Find Your Fit* tour has an ECE station, this tour could be brought to Cowichan region secondary schools)
- Consider expanding ECE programs at post-secondary institutions on Vancouver Island to ensure sufficient graduates to meet demand over the coming ten years

## Promote the ECE qualification, and ECE with special training, to current and potential child care workers.

During this research, Malatest heard from recent graduates of ECE programs that the ECE qualification itself was perceived to be financially burdensome, when considering the investment required and the anticipated pay of an ECE-qualified position. Many noted that it made more financial sense to seek a lower level of qualification, such as an ECE Assistant, because the difference in pay between the roles was not much different. In addition, many child care program operators noted that they faced significant challenges finding qualified staff, particularly ECEs and ECEs with infant-toddler and special needs training.

### Municipal / Regional Government Actions

- Consider creating a municipal grant to support upgrading to ECE and ECE with special training skills, for existing child care operators

### Provincial Government Actions

- Consider opportunities to reduce the financial burden of ECE qualifications (e.g., bursaries standard to all students in ECE programs, other) to make the qualification more attractive to potential students
- Promote upgrading of lower-level child care qualifications (e.g., Responsible Adult, ECE Assistant) to full ECE accreditation through targeted ad campaigns in child care programs at post-secondary institutions in B.C.
- Promote a higher wage for fully qualified ECEs, either as part of or in addition to the ongoing Universal Child Care program; may be accomplished through wage subsidies or other means to create a higher “floor” wage for ECEs

## Support ECEs in maintaining their credentials through affordable professional development opportunities.

Child care workers qualified as ECEs must participate in regular professional development in order to maintain their credential over time; this training is typically paid for by the individual, creating another barrier or disincentive for child care workers to pursue and/or maintain their full ECE qualification. Supporting ongoing professional development for ECEs can help to reduce this burden and better meet the need for qualified child care workers in the Cowichan region.

### Municipal / Regional Government Actions

- Consider creating a municipal child care resource position, which would (among other responsibilities) undertake polling of child care programs and help to organize local, affordable professional development opportunities for child care workers
- Consider creating a municipal grant to support ongoing ECE professional development training, for existing child care operators

### Provincial Government Actions

- Consider incentivizing regular professional development for ECEs through dedicated provincial grants available to all licensed child care operators in the Cowichan region

## IMPROVING QUALITY OF CHILD CARE

### Promote cultural diversity in child care centers.

The diversity of child care centers in the Cowichan region was rated poorly by both the general public and parents and caregivers of children, in this research. Diverse child care centers that reflect the communities in which they are located provide children with higher quality, more enriching care that promotes inclusive communities. As such, promoting cultural diversity should be a priority under the general initiative of improving quality of child care.

#### Municipal / Regional Government Actions

- Consider creating a municipal child care resource position, which would (among other responsibilities) regularly collect information on diversity within child care centers and promote best practices in diversity to child care centers
- Ensure affordable child care is available in all communities and neighbourhoods (see recommendations regarding placement of sites and space targets), to enable families to send their children to programs that are nearby and that are reflective of the diversity of their communities

#### Provincial Government Actions

- As the Universal Child Care program continues to roll out, consider incentives for children attending child care centers local to their homes, to ensure that child care centers reflect their communities

### Promote inclusion of children with extra support needs in child care programs.

Families of children with extra support needs can struggle to find spaces for their children in licensed child care programs, due to the additional resourcing and staffing required to accommodate these children. In particular, the need for specialized training for ECEs to provide care for children with additional support needs has resulted in limited qualified staff available at these child care programs, and high demand for care among the sites that are able to accommodate children with extra support needs.

#### Municipal / Regional Government Actions

- Consider creating a municipal grant fund to promote training and upgrading for child care workers, including obtaining training for ECEs to obtain their Special Needs qualification

#### Provincial Government Actions

- Consider creating a provincial grant fund to promote training and upgrading for child care workers, including obtaining training for ECEs to obtain their Special Needs qualification
- Promote the ECE-SN training designation among students and alumni of child care programs at Vancouver Island universities, through ad campaigns and other promotional materials

## Promote best practices in child care through monitoring and accountability measures.

While most parents and caregivers in the survey for this research rated their own child care arrangements highly, overall perception of child care quality in the Cowichan region was middling. Promotion of standards and best practices in licensed child care can provide guidance to providers (particularly during periods of rapid expansion) and build public confidence in the quality of child care offered locally.

### Municipal / Regional Government Actions

- Consider creating a municipal child care resource position, which would (among other responsibilities) collect key performance indicators from local child care centers to monitor quality, and promote best practices through promotional materials and other initiatives

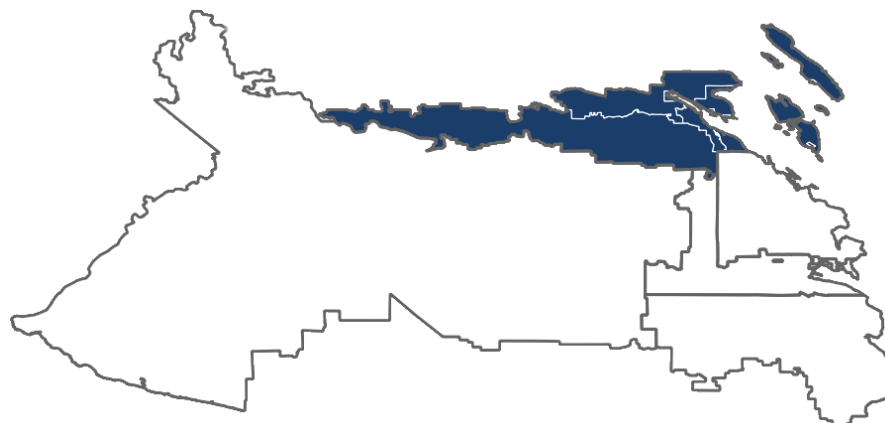
### Provincial Government Actions

- Create a set of key performance indicators for regular monitoring and measurement of child care quality
- Liaise with municipal child care resources to promote best practices endorsed by the provincial government, identify regional needs and provide support





# COWICHAN VALLEY NORTH



This report summarizes the current and anticipated future child care needs in Cowichan Valley North. Cowichan Valley North is a sub-region of the Cowichan Valley Regional District (CVRD), and is comprised of: the Town of Ladysmith, CVRD Electoral Area G (Saltair / Gulf Islands) and Electoral Area H (North Oyster / Diamond).

## COWICHAN VALLEY NORTH CONTEXT




In this section, population-level factors that impact child care needs are described. This includes summaries of population size, family demographics, income, cultural diversity, and childhood vulnerability.

### DEMOGRAPHY


The tables below summarize key trends in Cowichan Valley North related to household composition, income, and cultural diversity.

Total Population		Households		Number of Households	Number of Households with Children
	Ladysmith <b>8,537</b>	<p>The proportion of households with children in Cowichan Valley North (33%) are approximately equal as those seen in the overall CVRD (34%), but lower than the provincial (39%) and national (41%) proportions of households with children.</p>		Ladysmith <b>3,710</b>	Ladysmith <b>1,225</b>
	Area G <b>2,325</b>			Area G <b>1,050</b>	Area G <b>250</b>
	Area H <b>2,446</b>			Area H <b>1,085</b>	Area H <b>305</b>
	Total <b>13,308</b>			Total <b>5,845</b>	Total <b>1,780</b>

## Family Structures

 <b>Dual-Parent Families</b>			<p>Of all families with children in Cowichan Valley North, 70% are led by two parents and 30% are led by a single parent. This varied by specific region: in Ladysmith, nearly one in three families with children are led by a single parent, whereas in Electoral Areas G and H this proportion was closer to one quarter. These proportions are comparable to the split of single-parent to dual-parent families seen at the regional level (68% of CVRD families are led by two parents, 32% by single parents), at the provincial level (73% are two-parent families, 27% lone-parent families) and the national level (72% two-parent families, 28% lone-parent families).</p> 
<b>830</b> <b>(68%)</b> Ladysmith	<b>190</b> <b>(76%)</b> Area G	<b>225</b> <b>(74%)</b> Area H	
<b>1,245</b> <b>(70%)</b> Total			
 <b>Lone-Parent Families</b>			
<b>395</b> <b>(32%)</b> Ladysmith	<b>60</b> <b>(24%)</b> Area G	<b>80</b> <b>(26%)</b> Area H	
<b>535</b> <b>(30%)</b> Total			

Statistics Canada, 2016 Census of Population

	Income				
	Median Total Household Income	Median Total Income Of Couple Economic Families With Children <sup>14</sup>	Lone-Parent Economic Families' Median Income	Prevalence of Low Income (LIM-AT) <sup>15*</sup>	Prevalence of Low Income (LICO-AT)*
Town of Ladysmith	\$67,674	\$115,712	\$52,608	985 (12%)	400 (5%)
CVRD Area G	\$71,595	\$107,520	\$69,790	250 (11%)	120 (5%)
CVRD Area H	\$72,285	\$103,168	\$48,512	315 (13%)	125 (5%)
<b>Total</b>	<b>\$69,232<sup>†</sup></b>	<b>\$112,119<sup>†</sup></b>	<b>\$53,921<sup>†</sup></b>	<b>1,550 (12%)</b>	<b>645 (5%)</b>

A weighted average of median incomes in the Town of Ladysmith, CVRD Area G, and CVRD Area H was \$69,232. Median incomes varied slightly, with all communities' median incomes falling within approximately \$5,000 of one another. Incomes in all communities were comparable to the median income across all of BC (\$69,995) and Canada (\$70,336).

Similarly, rates of individuals falling within the low-income cut-off, after tax (LICO-AT) category (meaning that they are expected to spend 20 percentage points more of their income on food, shelter, and clothing compared to the average family) were identical in all communities at 5%. This is slightly lower than the LICO-AT rate for the overall CVRD (7%), the national rate (9%), and the provincial rate (11%). The low-income measure, after tax (LIM-AT) indicates whether a household takes in an income of 50% or less of the median income in their area (i.e., make about one-half of what the average household, of similar composition, in their area does). In all three communities in Cowichan Valley North, slightly more than one in ten individuals (11% to 13%) qualify as low-income under the LIM-AT measure.


Statistics Canada, 2016 Census of Population

<sup>†</sup> These numbers were calculated as weighted averages of the medians of the three regions. These numbers are expected to provide a good estimate of central tendency, but may not reflect the true median of the full region.

\*It is important to note that these low-income measures capture the number and proportion of *individuals*, not *households*, falling within these low-income categories.

<sup>14</sup> "Economic family" refers to two or more persons living in the same home, related to each other by blood, marriage, common-law union, adoption, or a foster relationship. Cohabiting, unrelated adults (e.g., roommates) do not constitute an economic family, nor do single-person households.

<sup>15</sup> The Low Income Measure After Tax (LIM-AT) indicates whether a household receives 50% or less of the median household income in their region, adjusting for household size to accommodate that larger households have greater income needs.

	Cultural Diversity			
	Self-Identified Aboriginal <sup>16</sup>	Self-Identified First Nations <sup>17</sup>	Self-Identified Métis <sup>18</sup>	Self-Identified Immigrant
Town of Ladysmith	735 (9%)	475 (6%)	280 (3%)	1,030 (12%)
CVRD Electoral Area G	165 (7%)	100 (4%)	50 (2%)	335 (15%)
CVRD Electoral Area H	195 (8%)	130 (5%)	70 (3%)	360 (15%)
<b>Total</b>	<b>1,095 (8%)</b>	<b>705 (5%)</b>	<b>400 (3%)</b>	<b>1,725 (14%)</b>
Similar proportions of residents in all three communities identified as being Indigenous (7% to 9%), First Nations (4% to 6%), Métis (2% to 3%), and immigrants (12% to 15%).				
Cowichan Valley North has an Indigenous population that is proportionally lower than that of the overall CVRD (12%), but higher than BC (6%), and Canada (5%). In contrast, the proportion of Cowichan Valley North’s population that identify as immigrants is roughly comparable to the overall CVRD (13%), and lower than BC (28%) and Canada (22%).				
Most Common Mother Tongue				
Town of Ladysmith	CVRD Electoral Area G		CVRD Electoral Area H	
English (93%)	English (92%)		English (93%)	
Most Common Language Spoken at Home				
Town of Ladysmith	CVRD Electoral Area G		CVRD Electoral Area H	
English (97%)	English (98%)		English (98%)	
While English is the most common first language, and most common language spoken at home, for large majorities of residents in Ladysmith, and Electoral Areas G and H, there were no other languages that predominated among non-English-primary speakers. There were a wide variety of languages other than English reported as being first languages and/or the language spoken most often at home. Given that there were such a wide variety of languages, with none predominating as a “second-most-common” language in the region, there are no recommendations for languages of focus for future child care programs.				

Statistics Canada, 2016 Census of Population




<sup>16</sup> Self-identified Aboriginal, according to Statistics Canada's Census counting methodology, includes all individuals who identify as First Nations, Métis, Inuit, or a combination thereof.

<sup>17</sup> Self-identified First Nations in this column represents the count of individuals in the 2016 Census who identified as being solely of First Nations descent (i.e., not having multiple Indigenous heritages such as Métis and First Nations).

<sup>18</sup> Self-identified Métis in this column represents the count of individuals in the 2016 Census who identified as being solely of Métis descent (i.e., not having multiple Indigenous heritages such as Métis and First Nations).

## CHILDHOOD VULNERABILITY

“Vulnerability” in this context refers to a child’s likelihood to experience poor health, education, and/or social outcomes. Childhood vulnerability is captured on a regular basis in B.C. through the Human Early Learning Partnership’s Early Development Instrument (EDI). This instrument measures five core domains of early child development and identifies, based on questionnaire scores, children who are vulnerable in these five areas.

	Vulnerability (EDI)				
	Percentage of Children Vulnerable	Overall BC Vulnerability One Or More Scales (Wave 7)			
Town of Ladysmith	34%	33%			
CVRD Electoral Area G*	28%				
CVRD Electoral Area H*	53%				
	Domain				
	Physical Health & Well-Being	Social Competence	Emotional Maturity	Language & Cognitive Development	Communication Skills
Town of Ladysmith	29%	20%	22%	16%	12%
CVRD Electoral Area G*	13%	15%	14%	9%	8%
CVRD Electoral Area H*	32%	28%	34%	20%	8%
The percentage of vulnerable children in Cowichan Valley North is higher than the provincial average for vulnerability on one or more scales based on the EDI Wave 7 data. Vulnerability was highest in Electoral Area H, with 53% of children measured by the EDI considered vulnerable on one or more scales. Among the five subscales, rates of vulnerability were highest in two regions on emotional maturity (34% of children vulnerable in Electoral Area H, 22% in the Town of Ladysmith), and physical health and well-being (32% in Electoral Area H, 29% in Ladysmith). Children in the Electoral Area H also had high rates of vulnerability on the social competence skills measure (28%).					

EDI Wave 7 (2017-19), Human Early Learning Partnership

\* Note: EDI data is based on school district boundaries. These boundaries do not directly map to the exact CVRD boundaries used for this report. Therefore, the EDI data presented in the table above are approximations for the areas that comprise Cowichan Valley North, but are anticipated to be broadly representative of trends and needs in the region.

## CURRENT STATE OF CHILD CARE IN COWICHAN VALLEY NORTH

This subsection of the report will provide a summary of the current state of child care in Cowichan Valley North, specifically focusing on the potential demand for child care from children aged birth to 12 years and the current supply of licensed child care spaces available.

### COWICHAN VALLEY NORTH CHILD CARE DEMAND FACTORS

Determining the need for child care is challenging given demand is influenced by a number of dynamic factors including, but not limited to, population and labour force participation rates over time. Initiatives such as the B.C. government's Universal Child Care Initiative will likely cause a significant increase in the demand for regulated child care as low-cost spaces are rolled out across the province, making licensed child care more affordable and accessible for a larger number of families.

### POPULATION FACTORS

The population of children (aged 12 years and younger) in Cowichan Valley North is projected to decrease very slightly between 2020 and 2030; there is a projected decrease of about 8% over the ten-year period, or approximately a 1% decrease annually. These decreases are occurring mainly in the 3-5 and 6-12 year age groups, while the number of children aged 0-2 is anticipated to remain relatively stable over the next decade. A summary of population statistics for Cowichan Valley North broken down by area and age group can be found in Table CVN1.

**Table CVN1: Cowichan Valley North Population Projections, 2020-2030**

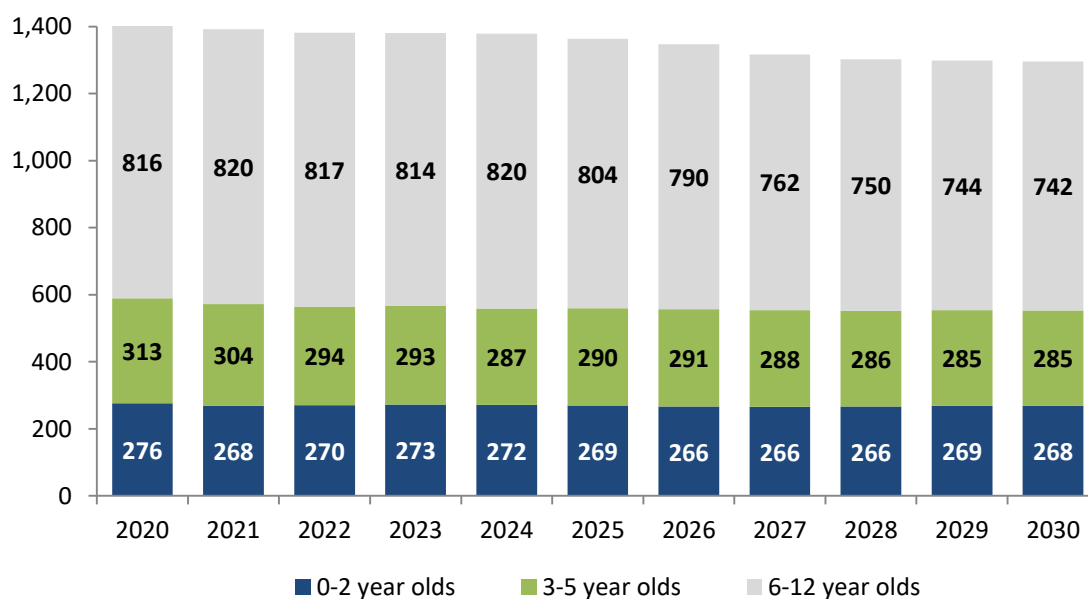
Area	2020	2025	2030	Change 2020-2030	Average Annual Change 2020-2030	Average Annual % Change 2020-2030
<b>Town of Ladysmith</b>						
Children 0-2 Years	197	192	191	-6	-1	0%
Children 3-5 Years	223	207	203	-20	-2	-2%
Children 6-12 Years	581	573	528	-53	-5	-2%
<b>Total Children (0-12 Years)</b>	<b>1,001</b>	<b>972</b>	<b>922</b>	<b>-79</b>	<b>-8</b>	<b>-1%</b>
<b>CVRD Electoral Area G</b>						
Children 0-2 Years	34	33	33	-1	0	0%
Children 3-5 Years	38	35	35	-3	0	0%
Children 6-12 Years	99	98	90	-9	-1	-1%
<b>Total Children (0-12 Years)</b>	<b>171</b>	<b>166</b>	<b>158</b>	<b>-13</b>	<b>-1</b>	<b>0%</b>

Area	2020	2025	2030	Change 2020-2030	Average Annual Change 2020-2030	Average Annual % Change 2020-2030
<b>CVRD Electoral Area H</b>						
Children 0-2 Years	46	45	44	-2	0	0%
Children 3-5 Years	52	48	47	-5	-1	-1%
Children 6-12 Years	135	133	123	-12	-1	-1%
<b>Total Children (0-12 Years)</b>	<b>233</b>	<b>226</b>	<b>214</b>	<b>-19</b>	<b>-2</b>	<b>-1%</b>
<b>Cowichan Valley North</b>						
Children 0-2 Years	276	269	268	-8	-1	0%
Children 3-5 Years	313	290	285	-28	-3	-1%
Children 6-12 Years	816	804	742	-74	-7	-1%
<b>Total Children (0-12 Years)</b>	<b>1,405</b>	<b>1,363</b>	<b>1,295</b>	<b>-110</b>	<b>-11</b>	<b>-1%</b>

Sources: Statistics Canada, 2016 Census of Population; 2020 PEOPLE Population Projection Data

These changes in child population in Cowichan Valley North, from 2020 to 2030, are illustrated in Figure CVN1 below. As noted above, the overall decrease is relatively small – about 1% – but this represents a decrease of 110 children in the region over the next ten years.

**Figure CVN1: Cowichan Valley North Projected Population Change, 2020-2030**



Sources: Statistics Canada, 2016 Census of Population; 2020 PEOPLE Population Projection Data

## UTILIZATION OF LICENSED CHILD CARE SPACES

Cowichan Valley North is located within the South Vancouver Island service delivery area. The South Vancouver Island service delivery area includes not only all of the CVRD, but also Greater Victoria and other municipalities; this impacts the overall averages for the area. Breakdowns at a more granular level, such as CVRD alone, are not available.

Utilization rates provide a broad measure of the uptake of available child care services in a region. These numbers represent what proportion of *available* child care spaces are *being used*.<sup>19</sup> Utilization rates offer a proxy for the appropriateness of the amount and combination of types of child care spaces available. Efficient use of child care spaces will be reflected in high utilization rates, indicating that there are not “too many” spaces available for the number of families in a region that want to make use of child care. However, at very high utilization rates – in excess of 80% to 85% – finding child care becomes progressively more challenging for families, potentially impacting the ability to find a suitable child care space that is accessible and affordable to them.

Utilization rates for South Vancouver Island, alongside provincial and North Vancouver Island comparators, are shown in Table CVN2. South Vancouver Island’s utilization rate is similar to the provincial and North Vancouver Island comparators. Across all groups, utilization rate was very high for infant-toddler care in 2016-17, while utilization rate was lower for the 3-5 year age group, and lowest for the school-age group.

**Table CVN2: Average Monthly Child Care Space Utilization Rates, April 2016 through March 2017**

Service Delivery Area	Group Care, Infant/Toddler	Group Care, 3 to 5 years	Group Care, School Age	Total Group Care	Family Care	Total Group and Family Care
British Columbia	85%	74%	48%	70%	72%	71%
<b>South Vancouver Island</b>	<b>87%</b>	<b>70%</b>	<b>42%</b>	<b>65%</b>	<b>72%</b>	<b>69%</b>
North Vancouver Island	88%	62%	38%	62%	68%	63%

Source: Ministry of Children and Family Development. *Performance Management Report*. Volume 9 March 2017. Performance Indicator 1.01, Spare Capacity in Licensed Child Care Spaces. Retrieved from [https://www2.gov.bc.ca/assets/gov/family-and-social-supports/services-supports-for-parents-with-young-children/reporting-monitoring/00-public-ministry-reports/volume\\_9\\_mar\\_2017.pdf](https://www2.gov.bc.ca/assets/gov/family-and-social-supports/services-supports-for-parents-with-young-children/reporting-monitoring/00-public-ministry-reports/volume_9_mar_2017.pdf)

**Note:** ‘Group Multi-Age’ spaces have been excluded as it cannot be determined which spaces of a facility’s reported enrolments are utilized, by age.

<sup>19</sup> A child care facility’s Utilization Rate is determined by dividing its total enrollments for the month by the number of times a child care space can be used in a month. Two part-time enrolments are assumed to be equivalent to one full-time enrollment; 100% utilization of one child care space is assumed to be 22 full-time equivalent enrollments in a month.

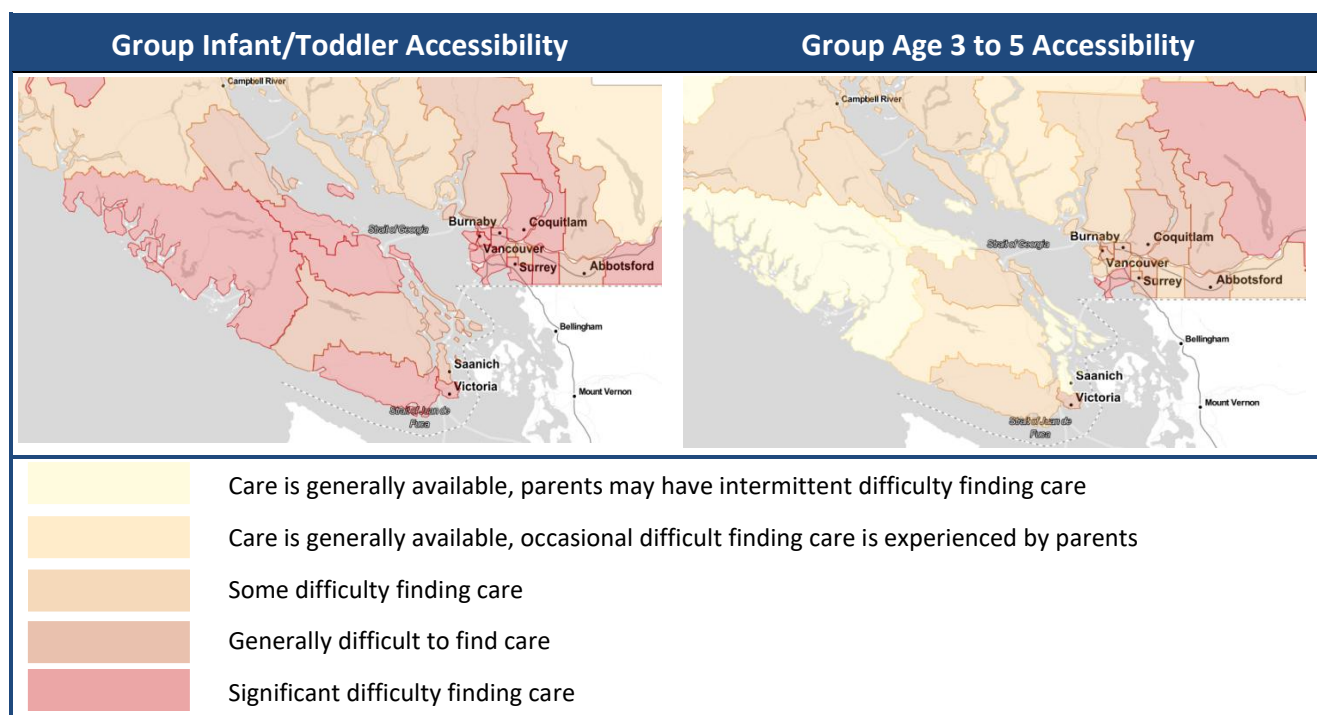


## COWICHAN VALLEY NORTH CHILD CARE SUPPLY FACTORS

The accessibility of licensed child care spaces for infant/toddlers and children aged 3-5 years across the Cowichan Region in general is illustrated in Figure CVN2. These maps, based on 2017/18 data, suggest that parents generally have difficulty finding group infant/toddler child care, whereas care for the 3-5 age group is generally available, with occasional difficulty experienced by parents.

This aligns with information on utilization rates available (utilization is about 70% for the 3-5 years group in South Vancouver Island) and coverage rate data based on recent child care inventories, which suggest a 90% coverage rate for children aged 3-5 in the Cowichan Valley North region. Findings from key informant interviews also stressed the pressing need for infant-toddler spaces, with less focus on the 3-5 years age group.

**Figure CVN2: Accessibility of Licensed Child Care Spaces in the Cowichan Region, 2017-18**



Source: Ministry of Children and Family Development. Early Years Performance Indicators: 1.01 Accessibility of Licensed Child Care Spaces. Retrieved from <https://mcf.gov.bc.ca/reporting/services/early-years/performance-indicators>

## AVAILABILITY OF CHILD CARE IN COWICHAN VALLEY NORTH

There are currently a total of **609** licensed child care spaces across **31** programs in Cowichan Valley North. Summaries of child care spaces and program type by area are below in Tables CVN3 and CVN4, respectively.

**Table CVN3: Cowichan Valley North Licensed Child Care Spaces, 2020**

Group Care, Birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, School Age	Multi-Age Child Care	Family Child Care	In-Home Multi-Age Child Care	Total Spaces
<b>Town of Ladysmith</b>							
8	112	16	124	64	14	16	<b>354</b>
<b>CVRD Electoral Area G</b>							
50	37	0	0	16	0	0	<b>103</b>
<b>CVRD Electoral Area H</b>							
24	44	20	44	20	0	0	<b>152</b>
<b>Total Cowichan Valley North</b>							
82	193	36	168	100	14	16	<b>609</b>

Sources: Union of BC Municipalities Community Child Care Planning Inventory; 2020 Cowichan Child Care Provider Survey, Winter 2019/20

**Table CVN4: Cowichan Valley North Licensed Child Care Programs, 2020**

Group Care, Birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, School Age	Multi-Age Child Care	Family Child Care	In-Home Multi-Age Child Care	Total Programs
<b>Town of Ladysmith</b>							
1	6	1	3	6	2	2	<b>21</b>
<b>CVRD Electoral Area G</b>							
1	1	0	0	1	0	0	<b>3</b>
<b>CVRD Electoral Area H</b>							
1	2	1	2	1	0	0	<b>7</b>
<b>Total Cowichan Valley North</b>							
3	9	2	5	8	2	2	<b>31</b>

Sources: Union of BC Municipalities Community Child Care Planning Inventory; 2020 Cowichan Child Care Provider Survey, Winter 2019/20

## COWICHAN VALLEY NORTH CHILD CARE COVERAGE RATES

Current child care coverage rates (i.e., the number of child care spaces per 100 children) were calculated using current population estimates for Cowichan Valley North, and the number of licensed child care spaces currently available in the region. Within Canada, the ratio of child care spaces per 100 children aged 12 and under varies significantly by province. The national average in 2017 was 27.2 spaces per 100 children, while British Columbia's provincial average was considerably lower at 18.4 spaces per 100 children.<sup>20</sup>

Table CVN5 below summarizes the coverage rates, by age group, in Cowichan Valley North.

**Table CVN5: Cowichan Valley North Licensed Child Care Coverage Rates, 2020**

Age Group	Current Child Population	Current Number of Spaces	Current Estimated Coverage Rate
<i>All children 0-12 years</i>	<b>1,406</b>	<b>609</b>	<b>43.3</b>
Pre-school aged children, 0-5 years	589	376	63.8
Infant / Toddler children, 0-2 years	276	94	34.1
Preschool aged children, 3-5 years	313	282	90.1
School aged children, 6-12 years	816	233	28.6

Sources: Union of BC Municipalities Community Child Care Planning Inventory; 2020 PEOPLE Population Projection Data

There is little consensus or established benchmarks regarding what is a sufficient number of child care spaces within a region. The Canadian Centre for Policy Alternatives (CCPA) identifies forward sortation areas (FSAs) with one licensed child care spot per three (or more) children aged 0-5 years (i.e., 33% coverage), and a minimum of 50 children in that FSA, as a child care desert. Families living in child care deserts are anticipated to experience significant difficulty getting access to child care.<sup>21</sup> Currently, Cowichan Valley North has a 34% coverage rate for children aged 0 to 2 years (infant-toddler group), putting it just above being a child care desert for that age group. Coverage is much higher for the 3-5 years age group, at 90%. Coverage for the 6-12 age group is also relatively high within the overall CVRD, at 29%. Overall, for all children birth to 12 years old, the coverage rate in the CVRD is 26%.

**Currently there are 43.3 child care spaces for every 100 children aged 0-12 years in Cowichan Valley North.**

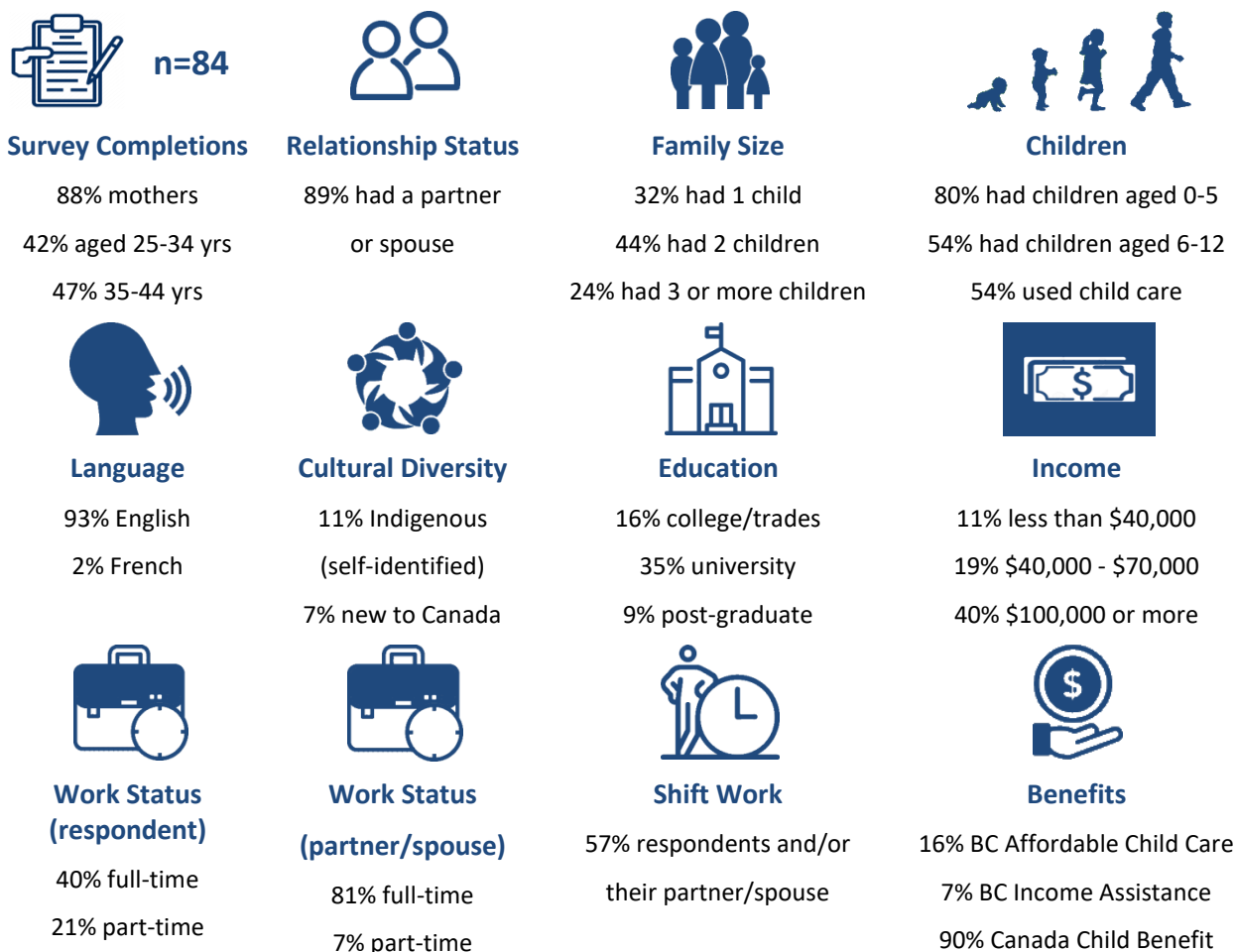
<sup>20</sup> Early Childhood Education and Care in Canada 2012 (9<sup>th</sup> edition, June 2013), Childcare Resource and Research Unit. Retrieved from [https://childcarecanada.org/sites/default/files/CRRU\\_ECEC\\_2012\\_revised\\_dec2013.pdf](https://childcarecanada.org/sites/default/files/CRRU_ECEC_2012_revised_dec2013.pdf)

<sup>21</sup> Macdonald, D. Child Care Deserts in Canada. Canadian Centre for Policy Alternatives (June 2018). Retrieved from <https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office/2018/06/Child%20Care%20Deserts.pdf>

## CHILD CARE QUALITY AND ACCESSIBILITY

In addition to review of the child care capacity and coverage rates, Malatest conducted survey and interview research with stakeholders to better understand local perceptions of the quality, accessibility, and affordability of child care in Cowichan Valley North. Information about research participants, and key themes that emerged from this research, are discussed in this section.

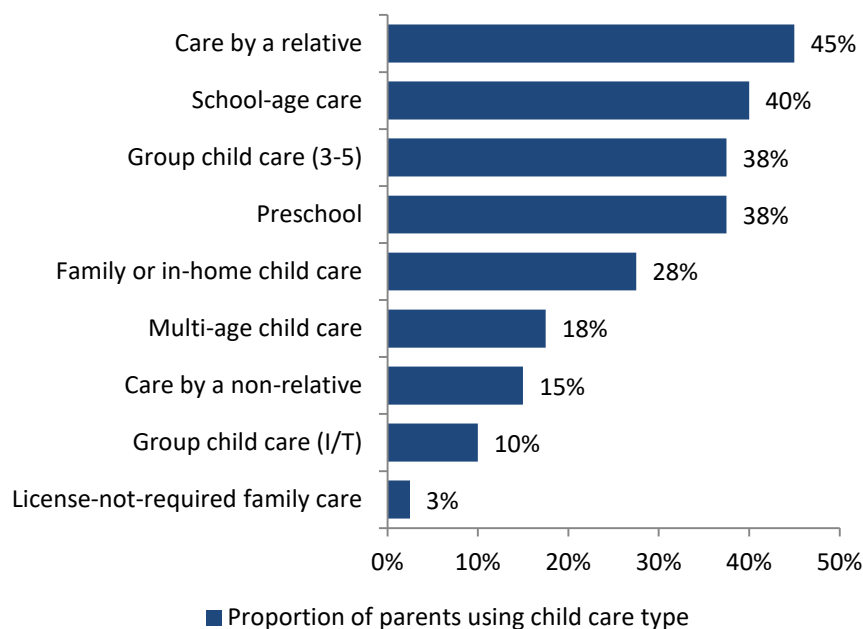
### SUMMARY OF PARENT AND CAREGIVER SURVEY RESPONDENTS



Source: 2020 Cowichan Child Care Parent and Caregiver Survey, n=84. Not all response options are shown.

Of the 84 parent/caregiver respondents, more than one-half (54%, n=40) reported using child care, and these respondents used all care types (see Figure CVN3). Care by a relative was the primary care type used in Cowichan Valley North (36%, n=23).

**Figure CVN3: Child Care Use by Care Type, Cowichan Valley North Respondents**



Source: Cowichan Valley Child Care Parent and Caregiver Survey, n=40. This question allowed for multiple responses, therefore percentages may add up to more than 100%.

## KEY THEMES FROM COMMUNITY STAKEHOLDER ENGAGEMENT

Three key themes emerged from surveying and interviewing community stakeholders regarding child care in Cowichan Valley North: availability, affordability, and quality of child care.

### AVAILABILITY OF CHILD CARE

*[There is a] huge need in our community for infant and toddler spaces.*

Across all stakeholder groups, there was a consensus that more child care spaces are needed. Nearly three-quarters of child care providers in Cowichan Valley North (73%, n=11) who responded to the survey reported a need for more child care spaces.

Currently, nearly three-quarters of these child care centres (71%, n=10) have waitlists. When asked about the number of spaces needed to meet current demand, one-half of child care providers in Cowichan Valley North (50%, n=8) recommended doubling the number of current spaces in the area.

Cost, availability, and other accessibility factors are less of a concern among parents and caregivers in Cowichan Valley North, relative to other areas of the CVRD. Approximately one-quarter of respondents (24%) to the parent and caregiver survey in the Cowichan Valley North region reported that cost was their primary reason for not using child care. Only 15% of this group reported availability of spaces as a major concern. However, 52% of all respondents in this region reported that cost was a barrier to accessing their *preferred* choice of child care, and 55% reported that availability of spaces was a barrier to their preferred type of child care.

All groups agreed that infant and toddler spaces are particularly needed, followed by after-school care spaces. Increasing the availability of child care for children with extra support needs was also identified as a priority among all groups. Slightly more than two-thirds of Cowichan Valley North child care providers (69%, n=11) currently are able to care for children with additional support needs. As a result, available child care spaces are scarcer for children with additional support needs. Only one-third of parents and caregivers in the region (37%, n=25) agreed with the statement, “Child care options in the Cowichan region provide all the services / supports necessary for children to succeed.”

*Children with extra support needs [such as language and speech] tend to be underserved.*

Key informants echoed these findings, and pointed out that there is not enough Support Child Development (SCD) funding available to support the children currently in care. For this reason, these interviewees questioned the benefits of additional spaces on the already-strained services in the region. Stakeholders also noted a lack of support workers who are able and/or willing to work contracted support hours.

Stakeholders shared stories of programs being unable to take on children requiring extra supports, due to insufficient numbers of trained educators or additional support staff. Only one parent / caregiver in the region (1%, n=1) surveyed said a barrier to accessing their preferred type of child care was that local care could not meet their child’s extra support needs.

In addition to a lack of spaces, all stakeholder groups expressed a need for more flexible options in the hours when care is available. Child care providers in Cowichan Valley North recognized the need for extended hours, largely in the early mornings (52% agreed this was a need). Child care providers in the region were less convinced that there was a need for child care availability in the later evenings (30% agreed this was a need), and before and after school and during school closures 39% agreed this was a need). A number of stakeholders suggested opening a child care centre in the hospital to help improve accessibility of child care for shift workers.

*Earlier start times for daycare would allow me to work more and would help all shift workers.*

Finally, lack of public transportation to child care centres was noted as a challenge to accessibility of child care. The scarcity of child care spaces across the Cowichan region doesn’t allow parents and caregivers the option to select a child care site within walking distance from home, leaving it up to parents and caregivers to find ways to reach facilities that may be a long distance from their home and/or place of work. For those without reliable access to a personal vehicle, this creates an additional hurdle to accessing child care.

### AFFORDABILITY OF CHILD CARE

All stakeholder groups and key informants agreed that child care is too expensive for many families. Participants believed that access to more affordable child care would have benefits for parents and caregivers in a number of areas. These included:

- Improve parents’ and caregivers’ chances to gain employment (18% of local parents / caregivers, n=15; 52% of the general population throughout the CVRD, n=49);
- Allow parents and caregivers to work more hours (29% of local parents / caregivers, n=24);
- Reduce parents’ and caregivers’ absences at work (24% of local parents / caregivers, n=20; 59% of the general population throughout the CVRD, n=56); and

- Allow parents and caregivers to improve their education, or update their training and/or credentials (28% of local parents / caregiver, n=23).

One-half of general population respondents throughout the CVRD (52%, n=44) indicated that lowering child care fees would result in increased economic prosperity. Majorities of parents and caregivers local to Cowichan Valley North (62%, n=52) and the general population throughout the entire CVRD (78%, n=74) agreed that low-cost child care would have a number of non-economic benefits, such as reduced stress on families and overall better mental wellness.

Key informants stated that affordability of child care is a common concern among families they serve. These interviewees shared stories of many families, especially young parents, not being able to find child care even if they could afford it. Qualifying for child care was also noted as a concern, particularly for parents who are not employed or are attending school, and therefore cannot qualify for subsidies.

### QUALITY OF CHILD CARE

Slightly more than one-half of general population survey respondents throughout the CVRD (53%, n=35) agreed that “child care options in the Cowichan region offer quality child care.” Approximately one-half of parents and caregivers in the Cowichan Valley North region (52%, n=44) agreed with the statement. An even higher proportion of parents and caregivers – 78% (n=49) – reported being satisfied with the quality of their personal child care arrangements. Key informants spoke highly of the quality of child care in the region.

Inclusivity, a common indicator of child care quality, is defined as the extent to which a child care site is inclusive of children of all abilities (including those with extra support needs) and incorporating the diversity of the community. Minorities of general population respondents in the CVRD (37%, n=35) and parents and caregivers in Cowichan Valley North (32%, n=21) agreed that child care options in the Cowichan region are inclusive in terms of children’s abilities. A slightly higher proportion of local parents and caregivers (41%, n=27), and less than one-half of the general population in the CVRD (45%, n=43) agreed that child care options reflect the diversity of the community. These findings suggest that inclusivity of child care could be an area for further improvement.

The quality of a child care centre is also impacted by the quality of the individuals who work there. Approximately one-half of child care providers (48%, n=11) believed that increased wages and a greater availability of qualified staff would improve the quality of child care in their area. In addition, key informants felt non-licensed care can hinder child care quality and if more care centres are added, they should be licensed.



## CHALLENGES FOR CHILD CARE PROVIDERS

*The number one issue is finding and retaining good quality staff.*

Child care providers identified staffing as their primary challenge in expanding child care spaces, although this appeared to be less of a challenge in Cowichan Valley North than elsewhere in the CVRD. Hiring qualified staff was noted as a challenge among 30% of survey respondents in the region (n=7), and retaining staff was a challenge for 35% of respondents in the region (n=8). Many key informant interviewees felt that an increased availability of early childhood educators would motivate them to increase the number of child care spaces at their facility.

A majority of stakeholders echoed the sentiments expressed by child care providers, regarding current staffing issues in the industry. There was consensus among all groups that increased compensation would encourage more people to pursue education in, and join, the child care profession as they could expect to be fairly compensated for their work.

*[There is a] lack of people motivated to open a daycare, as it is a lot of work for little pay.*

*In Cowichan there are several municipal boundaries and capacity issues. Regional districts haven't had child care on their agendas and tightening budgets make it more difficult to add new services or expand existing ones.*

Child care providers identified some other important areas that could influence child care sites' willingness to increase their capacity. Barriers to increasing the number of spaces included:

- The need for more physical space (30%, n=7); and
- The need for more funding (43%, n=10).

More governance was also thought to be needed over unlicensed child care. Concerns were raised from stakeholders that these unlicensed centres get the same access to government funding as licensed child care centres, and they charge the same or more than licensed centre, yet their quality may often not be equivalent.



## FUTURE CHILD CARE TARGETS

Based on anticipated future need for child care in Cowichan Valley North, Malatest has developed a series of targets for increasing the supply of licensed child care spaces in the region. Recommendations include:

- Number of child care spaces needed, by age group and care type, over the next ten years to meet changing demographics and anticipated change in demand;
- Number of child care programs needed to accommodate these spaces;
- Space needs for recommended programs (i.e., interior and exterior space requirements to accommodate children in the identified programs);
- Potential sites in Town of Ladysmith, Electoral Area G, and Electoral Area H, where additional needed programs could be located; and
- Staffing needs to accommodate the increased number of programs and spaces recommended.

### SPACE CREATION TARGETS

This subsection of the report provides short-, medium-, and long-term child care space creation targets for Cowichan Valley North.

Space creation targets for each of the child care age groups were calculated by multiplying projected populations for each age group (taken from BC Stats' PEOPLE Population projections) by target coverage rates for these age groups. Target coverage rates were decided based on multiple factors: available recommendations for best practice in existing literature, the experience of other jurisdictions in providing child care, and estimates of unmet need for each age group within the CVRD based on survey and interview data. Baseline target coverage rates for each of the age groups were:

- 55% for the 0-2 years age group;
- 85% for the 3-5 years age group; and
- 20% for the 6-12 years age group.

These target coverage rates were baselines only, and were adjusted for each community as appropriate based on anticipated unmet need as well as findings from key informant interviews. For more information on how these targets were arrived at, please refer to the Methodology Section of the Final Report prepared for this project.

These targets identify the number of child care spaces required to support the projected population of Cowichan Valley North over the next ten years (see Table CVN6). Moderate increases are seen in the 0-2 years and 6-12 years age groups by the year 2030, while spaces for the 3-5 years age group will decline somewhat.

**Table CVN6: Total Target Child Care Spaces by Age Group, Cowichan Valley North, 2020-2030**

Year	Spaces Children 0-2 years	Spaces Children 3-5 years	Total Spaces Children 0-5 years	Spaces Children 6-12 years	Total Spaces Children 0-12 years
2020	94	282	376	233	609
2021	97	274	370	246	617
2022	103	265	368	261	629
2025	113	261	374	281	655
2030	125	256	381	290	671

Sources: Union of BC Municipalities Community Child Care Planning Inventory (2020 spaces only); 2020 PEOPLE Population Projection Data

**Space creation targets for 2030 require 62 net new spaces over ten years: 31 for infant-toddler, a reduction of 26 for preschool ages, and an increase of 57 spaces for school-aged children.**

Table CVN7 provides a summary of how these required spaces could be broken down by child care type. It is important to note that very small increases in family and in-home multi-age child care were projected, due to the fact that these operations have low capacity numbers and most in the region are already serving as many children as possible. The only way to substantially increase child care spots in these types of programs would be for child care operators to open their own in-home facilities, which is considerably more challenging to promote and incentivize than adding capacity to other types of child care sites.

**Table CVN7: Total Target Child Care Spaces by Type of Care, Cowichan Valley North, 2020-2030**

Type of Care	2020 Supply	Estimated Short-Term Need, 2021*	Estimated Short-Term Need, 2022*	Estimated Medium-Term Need, 2025*	Estimated Long-Term Need, 2030*
Group Child Care (Birth to 36 months)	82	82	85	94	98
Group Child Care (30 months to school age)	193	190	187	187	184
Licensed Preschool	36	38	40	40	40
Group Child Care (School age)	168	170	177	180	185
Multi-Age Child Care	100	106	110	123	133
Family Child Care	14	14	14	16	16
In-Home Multi-Age Child Care	16	16	16	16	16
<b>Total Child Care Spaces</b>	<b>609</b>	<b>616</b>	<b>629</b>	<b>656</b>	<b>672</b>

Source: Union of BC Municipalities Community Child Care Planning Inventory (2020 spaces only)

\*Consultant estimates

Figures in brackets indicate net change in space numbers between the column's year targets and the previous column's year targets.

It is important to note that, over the course of this project, School District 79 has committed to creating 201 new child care spaces, 37 of which will be in Chemainus, within the North Cowichan region. Of these 37 spaces, 25 are being dedicated to Group Child Care (30 months to school age) and 12 are being dedicated to Group Child Care (birth to 36 months). As a result, some of the targets provided above may already have been met.

Finally, Table CVN8 provides a summary of the overall increase in coverage rates, from 2020 to 2030, based on recommended space creation targets and population projections for these age groups. As shown in the table, childcare space creation targets proposed by Malatest result in the largest improvements targeted at the 0-2 years age group, while smaller increases are suggested for the 6-12 years age group and no increase at all recommended for children aged 3-5 years, as this group already has a 90% coverage rate.

**Table CVN8: Change in Proportional Child Care Coverage, Cowichan Valley North, 2020-2030**

Age Group	2020	2030	Percentage Point Change
0-5 years	64%	69%	+5 pts
0-2 years	34%	47%	+13 pts
3-5 years	90%	90%	-
6-12 years	29%	39%	+10 pts
<b>Overall Coverage Rate: 0-12 years</b>	<b>43%</b>	<b>52%</b>	<b>+9 pts</b>

## PROGRAM CREATION AND SITE LOCATION NEEDS

In addition to estimating the need for individual child care spaces, by age group and care type, over the next decade, Malatest developed estimates and recommendations on creation of child care programs to accommodate these additional spaces, and identified potential sites that could be used to house these additional child care programs. These estimates and recommendations are discussed in the sub-sections below.

### PROGRAM CREATION

Malatest used its recommendations for space creation targets, by care type, to identify the number of additional programs that will be needed to accommodate these targets. In calculating the number of additional programs needed, the following assumptions or parameters were used:

- All programs will be fully subscribed to the legal maximums prescribed by the provincial government; and
- Where partial programs are needed (e.g., calculation indicated a need for 4.35 programs), number of needed programs were always rounded up to accommodate legal requirements for the *maximum* number of children in a program.

As a result of these approaches, these recommendations for additional programs needed should be taken as the minimum required to meet the space creation targets identified, but will also provide a small amount of additional capacity for more spaces if needed by the community.

Further, it is important to note that Malatest has delineated a difference between *programs* and *sites*. “Program” refers to each licensed child care program that serves up to its maximum number of children. “Site” refers to the physical location (building and outdoor space) that serves one or more programs. Many of the larger child care operators host multiple programs at their site; for example, a child care operator who reports 24 spaces for infant-toddler group care hosts two programs, as the maximum number of children who can be served by that care type in a single program is 12.

Given that the UBCM inventory does not break down the number of programs at a specific site in this manner, the number of sites in 2020 is a best estimate based on the number of spaces that each operator reports offering and the applicable legal maximum enrolments for each type of care. It is also important to note that staffing shortages may be limiting the ability of sites to operate at their maximum potential capacity. For example, while the maximum number of children in a licensed preschool program is 20, there is also a requirement that there be a minimum of one ECE or ECE assistant for every ten children (with at least one full ECE required for every program). Therefore, it should not be assumed that simply because a site appears to have unfilled spaces based on potential maximum capacity, these sites could start meeting an increase in demand immediately.

Finally, it is important to note that although in some cases, there are negative net gains in programs between 2020 and 2030 based on Malatest’s recommendations, this should not be taken as a blanket recommendation to completely shutter child care programs or whole sites. Closure of child care sites would likely result in backlash from families in the community, and closure of sites in already poorly served areas could result in *no* child care sites being available to some families within a reasonable distance. Therefore, where there is potential to close child care programs, municipalities and electoral areas should consider:

1. Whether there is an opportunity to reduce the number of programs within a single site (e.g., if a child care center currently operates the equivalent of two preschool-aged group care programs, could this be reduced to one in order to maintain access within the geographic area while still reducing the number of spaces?),
2. Whether closures would put hardship on the local community or neighbourhood to find alternative child care options, and
3. If there are opportunities to re-purpose program closures to offer other needed programs (e.g., if the preschool-aged group care is over-served, but additional programs are needed for birth to 36 months group care, can that program space be altered to serve a different group rather than shut down altogether?).

With these considerations in mind, Table CVN9 summarizes the changing needs for child care programs in Cowichan Valley North over the next ten years. Malatest anticipates a large increase in need for multi-age care programs to accommodate the higher target coverage rates for school-aged children, and smaller increases for some other child care programs (infant and toddler group care, school aged group care, and family care). No additional programs are required for pre-school aged group care, licensed preschools or in-home multi-aged care.

**Table CVN9: Change in Need for Child Care Programs, Cowichan Valley North, 2020-2030**

	Group Care, Birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, School Age	Multi-Age Care	Family Care	In-Home Multi-Age Care
2020 Spaces Reported	82	193	36	168	100	14	16
2020 Programs	8	8	2	5	12	2	2
2030 Target Spaces*	98	184	40	185	133	16	16
2030 Programs Needed*	9	8	2	7	17	3	2
2030 Net Program Gain	1	0	0	2	5	1	0

Source: Union of BC Municipalities Community Child Care Planning Inventory (2020 spaces and programs only)

\*Consultant estimates

### PROGRAM SPACE NEEDS

Each child care program is required to meet certain minimum space requirements, to ensure adequate area for care, activities, and enrichment for children served by the program. Based on the number of additional child care programs identified as needed in each sub-region of the CVRD, Malatest has calculated the amount of additional space – interior and exterior – needed to accommodate these additional programs. Below is a list of assumptions and limitations should be kept in mind when reviewing the estimates of additional space needed.

- Calculation of additional space needed for each program type was calculated based on provincial minimum requirements. These recommendations should be considered the *minimum* needed to legally open and operate the recommended child care programs.

- Malatest has assumed that all programs will be operating at maximum capacity, therefore calculation of site size was based on per-child space requirements at the maximum number of children allowable in a single program.
- There are different maximum program enrollments by age within the school-aged group care program; these programs may serve up to 25 children in the K-Grade 2 age group, and up to 30 children older than that. Malatest’s calculations for space requirements for these programs are based on a “middle ground” assumption of enrollment at 28 children per program.
- Exterior space requirements for preschool and school-aged group care programs, as well as home-based care programs, specify that an exterior activity area must exist, but do not give space requirements. Malatest has maintained the general requirement of 7 m<sup>2</sup> per child that exists for other group care programs, to create estimates, however it should be noted that municipalities and electoral areas may have flexibility for these program types in terms of the exact size of outdoor activity areas.
- Provincial interior space minimums do not account for non-activity areas that may be required, such as hallways, janitorial closets, washrooms, and kitchens. Malatest has added a 25% allowance to interior space calculations to accommodate for these other spaces, based on recommendations from the City of Richmond’s Child Care Design Guidelines.
- There are provincial allowances for some co-located programs to share required non-activity areas such as kitchen facilities and janitorial closets. This is an opportunity to reduce the total amount of space needed to meet new program requirements and maximize efficient use of available sites. However, given insufficient information available to Malatest regarding the total size of potential child care sites and thus the ability to co-locate programs at single sites, Malatest has not assumed that programs will be co-located and so the space recommendations here may be slightly higher than actual needs.
- Exterior space requirements account for activity areas accessible to children only. These exterior space requirements do not account for other space that may be required under applicable bylaws such as set-backs, parking spaces, or pick-up and drop-off areas.

With these considerations in mind, Table CVN10 summarizes program space needs by program type. Space needs are given for each program (columns three and four), and overall space needs to accommodate all needed programs of that type (columns five and six).

**Table CVN10: Interior and Exterior Space Needs to Serve Recommended Program Creation, 2030**

Care Type	New Sites Needed by 2030	Interior Floor Space per Program (m <sup>2</sup> )	Exterior Activity Space per Program (m <sup>2</sup> )	Total Interior Space Needed, All Programs (m <sup>2</sup> )	Total Exterior Space Needed, All Programs (m <sup>2</sup> )
Group care, birth to 36 months	1	55.5	84.0	55.5	84.0
Group care, 30 months to school age	0	115.6	175.0	0.0	0.0
Licensed Preschool	0	92.5	140.0	0.0	0.0
Group care, school age	2	103.1	192.5	206.3	385.0
Multi-Age Care	5	37.0	56.0	185.0	280.0
Family Child Care	1	32.4	49.0	32.4	49.0
In-Home Multi-Age Care	0	37.0	56.0	0.0	0.0

Reference: *Community Care and Assisted Living Act*. Child Care Licensing Regulation. Retrieved from [http://www.bclaws.ca/civix/document/id/loo70/loo70/12\\_319\\_89](http://www.bclaws.ca/civix/document/id/loo70/loo70/12_319_89)

### POTENTIAL CHILD CARE SITES

Malatest has identified a number of potential sites for housing new child care programs throughout Cowichan Valley North. The following three maps illustrate the location of existing child care locations (represented by circles), and locations of potential future child care sites (represented by triangles) in each of Town of Ladysmith, Electoral Area G, and Electoral Area H.

It is important to note that Malatest did not assess potential future child care sites for their suitability for different types of child care programs. A number of issues that could not be addressed in the data that Malatest had available should be examined prior to making any final decisions about the suitability of potential sites, including:

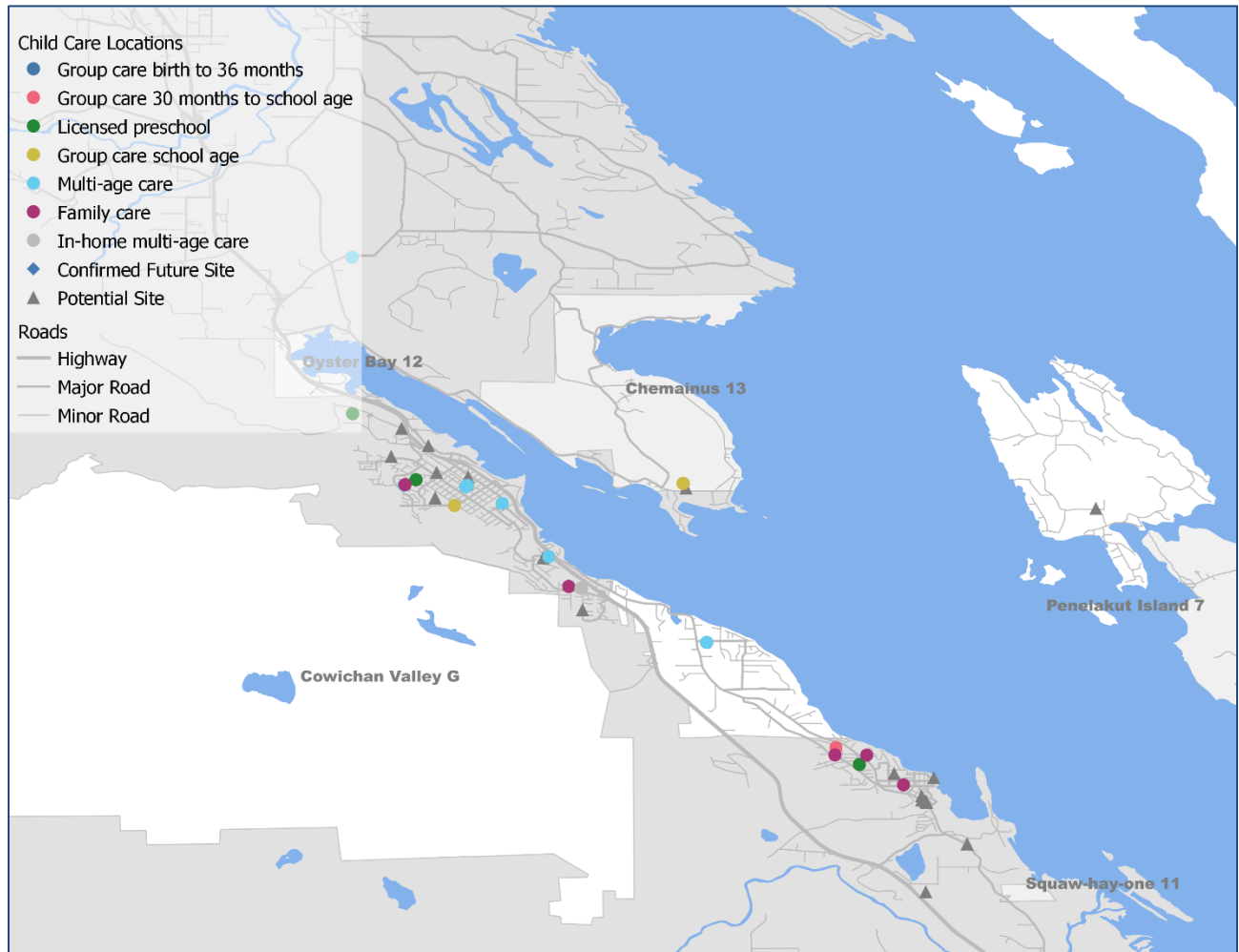
- Interior and exterior floor space available, and whether there is sufficient space to meet minimum requirements for the intended care program(s);
- Building remediation and upgrading needs, whether it will be cost-efficient to make the building suitable for child care programs if such improvements are needed;
- Ability of municipalities and partner organizations to negotiate sale or leasing agreements with current property owners; and
- Accessibility of potential sites to likely child care users (e.g., whether the site is easily accessible by public transit, whether it would serve an area or neighbourhood that is currently under-served by child care programs, etc.).

**Figure CVN4: Current and Potential Future Child Care Sites, Town of Ladysmith**

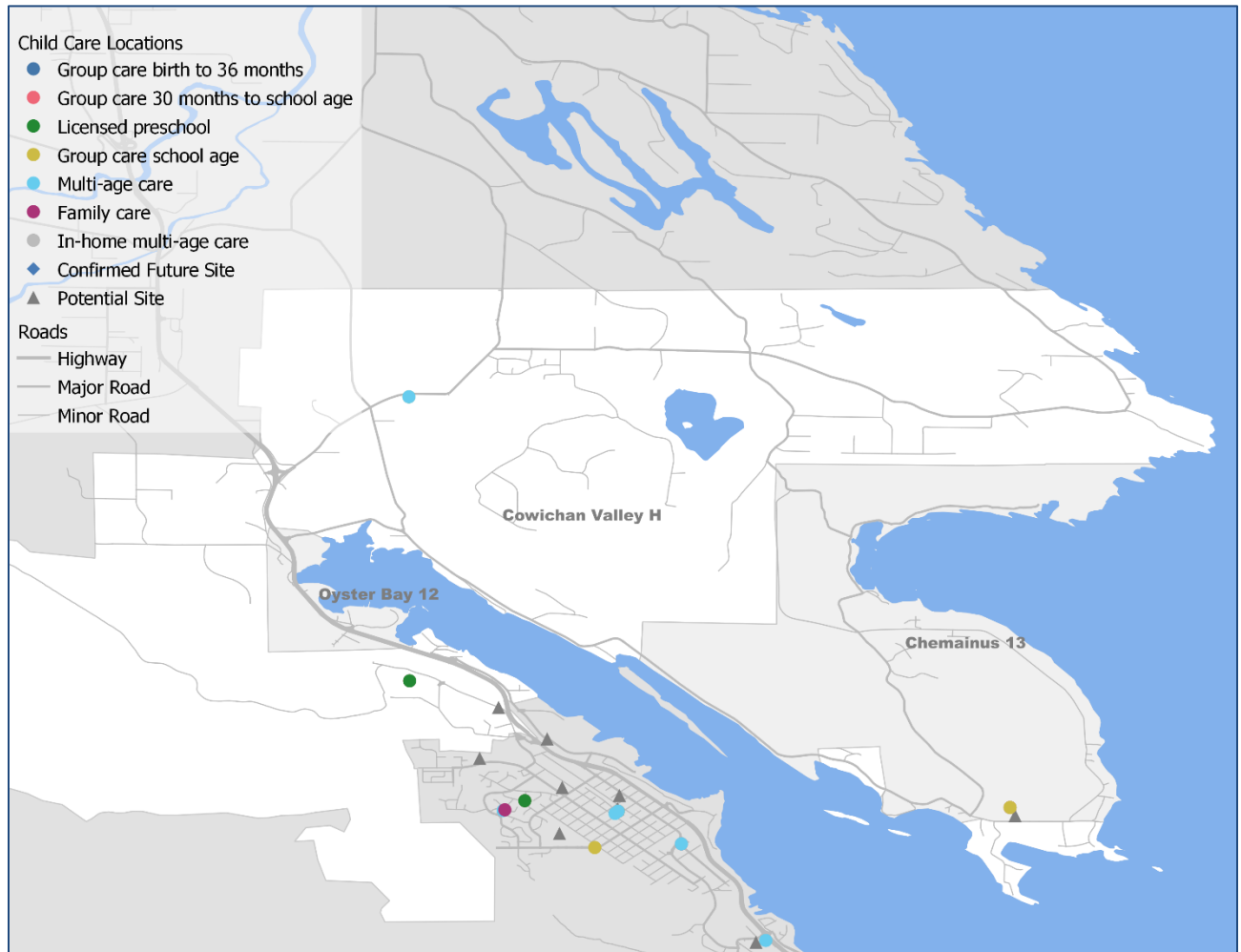




**Figure CVN5: Current and Potential Future Child Care Sites, Electoral Area G**



**Figure CVN6: Current and Potential Future Child Care Sites, Electoral Area H**



## STAFFING NEEDS FOR FUTURE CHILD CARE PROGRAMS

Finally, as noted previously, the ability to offer child care spaces is limited not only by physical space at a site, but also by the number of staff available to supervise and care for children. Minimum staffing requirements are established by the provincial government and are applicable to all licensed child care programs, although requirements vary by program type.

Malatest has calculated the number of staff that will be needed to serve the new programs and number of new spaces recommended to be created in the Cowichan region by 2030. When calculating these requirements, the following assumptions were made:

- All programs recommended for creation will be fully subscribed;
- All programs will be staffed at the minimum qualification level required by the provincial government (e.g., if a program requires one ECE and one ECE assistant, Malatest assumed that the second staff member is qualified at the ECE assistant level and the program does not employ two full ECEs); and
- All staff work full-time (i.e., these are full-time equivalency, or FTE, positions).

It should also be noted that Malatest did not undertake a comprehensive labour market analysis of child care workers in the Cowichan region. Typically, forecasting for future labour market need would encompass surveying employers regarding not only their current number of employees and qualification levels, but also the ages and expected retirements of these employees, employee turnover rate, and other metrics that can be used to create a comprehensive forecast of labour market trends over the medium- to long-term. Although Malatest has calculated the anticipated number of new FTE positions that will be created by creating additional child care spaces and, thus, new child care programs, this forecast does not account for potential complicating factors in workforce needs such as coming retirements, “burnout rate” where workers – particularly those in caregiving work – leave the profession entirely, in- and out-migration of qualified workers in the region, and other factors that can impact labour markets beyond simply graduation rates from eligible programs and positions available in the region.

With these considerations in mind, Table CVN11 summarizes the total needed child care workers, by qualification level, by 2030. Included in the table are both total labour pool needs in Cowichan Valley North, and the anticipated number of new FTE positions that will be created by the recommended increase in spaces by 2030.

In Cowichan Valley North, there is an anticipated across-the-board increase in demand for child care workers at all qualification levels. The large increases in demand are expected to be seen for workers with a full ECE qualification (six FTE workers needed by 2030), and for those with a Responsible Adult certification (seven FTE workers needed by 2030). There will also be need for ECE Infant-Toddler (one FTE) and ECE Assistant (one FTE).

Table CVN11: Child Care Worker Needs by Qualification Level, Cowichan Valley North, 2030

	Group Care, birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, school age	Multi-Age Care	Family Child Care	In-Home Multi-Age Care	<i>Total Staffing Requirements</i>
<b>Total 2030 Programs Needed</b>	<b>9</b>	<b>8</b>	<b>2</b>	<b>7</b>	<b>17</b>	<b>3</b>	<b>2</b>	<b>-</b>
<b>Gain in Programs by 2030</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>-</b>
<b>Total ECE Infant-Toddler Needed</b>	9	0	0	0	0	0	0	<b>9</b>
<b>Gain in ECE Infant-Toddler Needed</b>	1	0	0	0	0	0	0	<b>1</b>
<b>Total ECE Needed</b>	9	8	2	0	17	0	2	<b>38</b>
<b>Gain in ECE Needed</b>	1	0	0	0	5	0	0	<b>6</b>
<b>Total ECE Assistant Needed</b>	9	24	2	0	0	0	0	<b>35</b>
<b>Gain in ECE Assistant Needed</b>	1	0	0	0	0	0	0	<b>1</b>
<b>Total Responsible Adult Needed</b>	0	0	0	21	0	3	0	<b>24</b>
<b>Gain in Responsible Adult Needed</b>	0	0	0	6	0	1	0	<b>7</b>

## MUNICIPAL BYLAWS, RESOURCES, AND PLANS

While a number of areas for potential improvement and expansion of child care in Cowichan Valley North have been identified in this report, these suggestions should be considered within the context of broader municipal or regional needs, priorities, and plans. There are a number of areas under municipal jurisdiction, such as zoning and business licensing, that can be leveraged to support strong child care growth initiatives.

Table CVN12 below summarizes the types of municipal approaches that can have an impact on child care availability, affordability, and accessibility in a region. The three right-most columns indicate whether each of the communities within Cowichan Valley North have undertaken such an approach to date.

Approach	Impacts on Child Care Access	Ladysmith	Area G	Area H
<i>Strategies, Plans, and Policies</i>				
Child Care Strategy or Policy	<ul style="list-style-type: none"> <li>Acknowledges child care as fundamental to supporting healthy children and communities</li> <li>Provides guiding principles for municipal governments when working individually, with other levels of government, and/or with businesses and non-profit organizations; guiding principles help ensure that various initiatives and efforts are complementary and support one another</li> </ul>			
Child care addressed in Official Community Plan	<ul style="list-style-type: none"> <li>Ensures that child care facilities and businesses are incorporated into long-term community development goals, land use planning, and business licensing practices</li> </ul>	✓	✓	✓
Child care addressed in Social Plan	<ul style="list-style-type: none"> <li>Acknowledges links among social inequities and access to child care (e.g., poverty, gendered differences in labour force participation)</li> <li>Provides guiding principles on creation and implementation of child care policies that address, or do not exacerbate, existing social inequities</li> </ul>			
Child care considered a community amenity	<ul style="list-style-type: none"> <li>Creates incentives for local government to approve appropriate zoning and business licensing for child care throughout region / city</li> <li>If voluntary amenity contributions are available to developers, child care as an amenity incentivizes and leverages private capital to serve the community's child care needs</li> </ul>			
Other child care strategies, plans, and policies				

Approach	Impacts on Child Care Access	Ladysmith	Area G	Area H
<b>Municipal Resources</b>				
Municipal building space available for child care (any cost structure)	<ul style="list-style-type: none"> <li>Deliberate set-asides for child care space can reduce market competition for operators and ensure availability of space</li> </ul>			
Municipal grants for child care operating costs	<ul style="list-style-type: none"> <li>Can provide funding to sustain specific child care operations, ensuring that specific communities maintain a minimum level of access</li> <li>Grants at a municipal level allow for funding to be targeted to better meet specific community needs (more targeted than provincial operating grants)</li> </ul>			
Municipal grants for child care capital projects	<ul style="list-style-type: none"> <li>Can encourage creation or expansion of child care facilities in specific communities / neighbourhoods to meet community needs</li> <li>Can help operators leverage private equity / investment that otherwise would not be sufficient to accomplish capital project</li> <li>Creates physical space to support creation of needed child care spots</li> </ul>			
Child care design guidelines available to child care operators	<ul style="list-style-type: none"> <li>Clarifies requirements on child care facilities for operators, reducing confusion and facilitating capital projects</li> <li>Can promote best practices or community goals through design guidelines and recommendations</li> </ul>			
Child care information documents for residents	<ul style="list-style-type: none"> <li>Facilitates access to child care for local residents, by making them aware of available licensed child care options</li> </ul>			
Municipal child care program	<ul style="list-style-type: none"> <li>Ensures a minimum number of child care spaces are available locally</li> </ul>			
Municipal staff resource dedicated to child care	<ul style="list-style-type: none"> <li>Can promote and enforce municipal requirements for child care businesses (thereby ensuring quality of care), advise on provincial requirements</li> <li>Can promote information about available child care programs in municipality to families</li> </ul>			
Other child care documents				
Other				

Approach	Impacts on Child Care Access	Ladysmith	Area G	Area H
<i>Child Care Facilities Permitted In:</i>				
Single Family Residential Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>	✓	✓	✓
Duplex (semi-detached) Residential Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>	✓	✓	✓
Row House / Townhouse Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>	✓	✓	✓
Apartment Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>			
Mixed Use Zones	<ul style="list-style-type: none"> <li>Allows for a variety of child care providers to operate (home-based, group care)</li> </ul>			
Commercial Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>	✓		
Public Use / Assembly Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>	✓		
Industrial Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>			
Agricultural Zones	<ul style="list-style-type: none"> <li>Allows for a variety of child care providers to operate (home-based, group care)</li> </ul>	✓	✓	✓

Approach	Impacts on Child Care Access	Ladysmith	Area G	Area H
<i>Additional Zoning or Licensing Requirements for Child Care</i>				
Additional parking required for home-based care	<ul style="list-style-type: none"> <li>Potential to limit ability of child care operators to offer home-based child care</li> </ul>	✓		
Municipal Business License required for child care use	<ul style="list-style-type: none"> <li>Additional fees and submission requirements can create barriers to opening a child care business, or operating a child care business legally</li> </ul>	✓		
Non-resident child care staff are permitted	<ul style="list-style-type: none"> <li>Allows home-based child care operations to accommodate more children, if space on property allows</li> </ul>	✓		
Additional outdoor play space requirements / recommendations above provincial standards	<ul style="list-style-type: none"> <li>More thorough requirements may limit the number of spaces in a municipality that may house child care facilities, potentially reducing the overall number of operators and/or increasing operational costs through increased rent and competition for space</li> </ul>			
Additional building requirements beyond the BC Building Code	<ul style="list-style-type: none"> <li>More thorough requirements may limit the number of buildings in a municipality that may house facilities, potentially reducing the overall number of operators and/or increasing operational costs through increased rent and competition for qualifying buildings.</li> </ul>			



## RECOMMENDATIONS

Below are a series of recommendations for a child care strategy in Cowichan Valley North. These recommendations incorporate findings from all three major lines of inquiry: population projections and target setting for future child care spaces and programs; stakeholder consultation regarding the availability, accessibility, and quality of child care in the region; and secondary data review of existing municipal policies, resources, and bylaws among communities in the Cowichan region.

While this report is intended for the use of Cowichan Valley North and its constituent municipalities and electoral areas, there are a number of priority areas for change that are outside the jurisdiction of local governments. Therefore, recommendations listed here include comments on responsible and/or contributing levels of government.

Finally, it should be noted that the specific actions for local and provincial governments are not meant to be definitive recommendations; they are suggestions for actions that would support the overarching recommendation. Each community and government must consider their local context, mandate, and other factors when deciding which actions to pursue.

### INCREASING COVERAGE RATES

#### **Increase the number of child care spaces as per the recommended space creation targets.**

This report has provided a detailed breakdown of recommended space creation targets, by age group and by care type (see Tables CVN6 and CVN7). Malatest recommends making efforts to meet these targets within the time frame specified, with regular review and assessment of capacity to ensure these targets remain relevant.

#### **Local Government Actions**

- Review and revise existing bylaws and regulations that may be limiting the ability of child care operators to offer child care (e.g., space requirements per child that are above provincial requirements), to enable existing operators to offer more child care spaces
- Incorporate targets for the creation of child care spaces and programs into community planning and strategy documents, to promote a coherent and complementary approach to child care across all departments of municipal government
- Consider creating grants to fund child care operations and/or capital investment projects, to support the creation of new programs and spaces
- Explore opportunities to acquire sites, either through purchase or lease agreements, to be made available to child care operators to support target spaces and programs

#### **Provincial Government Actions**

- Make available grant funds for capital projects to support child care space and program creation targets
- As the rollout of the Universal Child Care program continues, anticipate providing funding to child care centers aligned with space and program creation targets

## Emphasize increasing infant/toddler spaces.

Space creation targets place a strong emphasis on infant/toddler spaces; this reflects both the comparatively low current coverage rate for this age group, as well as demand voiced by stakeholders who participated in this research. Malatest recommends that efforts to expand child care coverage in the region should ensure that creation of infant/toddler spaces are prioritized.

### Local Government Actions

- Should target space creation targets be revised, municipal governments should consider the resulting coverage rates and aim for, at a minimum, a 33% coverage rate for children aged 0-2 years old
- Incorporate language in official community plans and social plans that acknowledges the importance of infant/toddler child care in allowing mothers to re-enter the workforce, thus reducing “brain drain” in local sectors as well as promoting gender equity

### Provincial Government Actions

- As the rollout of the Universal Child Care program continues, set aside a certain proportion of funding to be dedicated to infant/toddler spaces in the region

## CREATING NEW CHILD CARE SITES

### Support creation of new child care programs and sites.

The space creation targets recommended by Malatest will necessitate the creation of new child care programs and, likely, opening of new child care centers and facilities in the region. This will require considerable capital investment that could be aided by support from both municipal and provincial governments.

### Local Government Actions

- Consider making current available municipal space (e.g., unused space in municipal buildings) available for the exclusive use of child care programs
- Consider incorporating purpose-built space for child care programs into new municipal buildings that may be built over the coming decade
- Consider leasing / renting available municipal space to child care programs for no, nominal, or below-market rates
- Examine opportunities to acquire sites (e.g., closed elementary schools) for the operation of child care programs
- Consider making municipal grants available for capital investment projects, to leverage private dollars to expand existing child care sites

### Provincial Government Actions

- Make grants available for capital investment projects, either to renovate and build new sites or to expand existing sites
- Consider working with regional and municipal governments to promote acquisition of sites for child care use

## ACCESSIBILITY

### Consider public accessibility of potential new child care sites.

Accessibility and location of child care sites was noted by a number of stakeholders in this research; many noted that there are a number of child care facilities that are not accessible by public transit. This results in the child care programs under-serving the community, particularly lower income families who may not have access to a personal vehicle. Accessibility and location of child care sites should be considered when examining potential child care sites.

#### Local Government Actions

- Incorporate language into official community plans and/or social plans emphasizing the need for child care sites to serve the entire community, and therefore be accessible by public transit
- When assessing potential future sites for child care programs, consider accessibility by public transit and prioritize locations that are more accessible
- If offering capital investment grants to existing child care operators to expand sites, consider weighting application criteria to favour sites that are more accessible by public transit

#### Provincial Government Actions

- If offering capital investment grants to existing child care operators to expand sites, consider weighting application criteria to favour sites that are more accessible by public transit
- Incorporate consideration of accessibility by public transit into any potential land transfers with municipal or regional governments, prioritizing sites with public transit access for child care use

### Consider need for, and incentivize, child care with extended and non-traditional hours.

Shift work poses a unique challenge to finding child care options. Very few child care sites in the Cowichan region offer extended hours such as early morning, late evening, or overnight care. Yet, for families where one or both parents are employed in shift work, there is a need to find child care options that can provide reliable care during these hours.

#### Local Government Actions

- If municipal operating grants are offered, consider weighting application criteria to favour programs that offer non-traditional hours
- If municipal space is being used for child care programs, consider options to allow access to facilities during these extended hours
- Explore options with provincial government to locate child care programs in major hospitals in the region, to provide child care for those who work shifts in the hospital

#### Provincial Government Actions

- If provincial operating grants are offered, consider weighting application criteria to favour programs that offer non-traditional hours
- Explore options with local governments to locate child care programs in major hospitals in the region, to provide child care for those who work shifts in the hospital

## AFFORDABILITY

### Attend to affordability as a key aspect of the expansion of child care in the Cowichan region.

Affordability of child care was noted as a major barrier to child care, and to child care of choice, among parents and caregivers in this research. Further, child care space targets set out in this report have assumed a considerable increase in demand due to an increase in affordability. As such, affordability of child care for families in the region should be a major priority for municipal, regional, and provincial governments.

#### Local Government Actions

- Incorporate language into official community plans and/or social plans, acknowledging the importance of child care being affordable to local residents to ensure equal opportunity and accessibility for all children
- Examine opportunities to financially support child care operators through granting funds (e.g., for training and upgrading, for operating costs, for capital investment projects)
- Examine opportunities to reduce child care operators' overhead through making municipal space available to them for no, nominal, or below-market rent

#### Provincial Government Actions

- Continue the rollout of the Universal Child Care program, which provides child care to families at a low, flat cost per day (currently \$10 per day)
- Examine opportunities to financially support child care operators through granting funds (e.g., for training and upgrading, for operating costs, for capital investment projects)

## SUPPORTING CHILD CARE WORKERS AND PROVIDERS

### Promote child care as a career to youth in the Cowichan region.

The space creation targets recommended by Malatest will require the creation of many full-time equivalency child care positions throughout the Cowichan region. As a result, there will be a large need in the region for qualified child care workers, particularly those with higher levels of qualifications (e.g., ECE, ECE with infant-toddler and/or special needs training).

#### Local Government Actions

- Promote child care work as a career through community programs and space (e.g., an ad campaign in recreation centers and local schools)

#### Provincial Government Actions

- Promote child care work, particularly the ECE qualification, through existing career promotion programs (e.g., the *Find Your Fit* tour has an ECE station, this tour could be brought to Cowichan region secondary schools)
- Consider expanding ECE programs at post-secondary institutions on Vancouver Island to ensure sufficient graduates to meet demand over the coming ten years

## **Promote the ECE qualification, and ECE with special training, to current and potential child care workers.**

During this research, Malatest heard from recent graduates of ECE programs that the ECE qualification itself was perceived to be financially burdensome, when considering the investment required and the anticipated pay of an ECE-qualified position. Many noted that it made more financial sense to seek a lower level of qualification, such as an ECE Assistant, because the difference in pay between the roles was not much different. In addition, many child care program operators noted that they faced significant challenges finding qualified staff, particularly ECEs and ECEs with infant-toddler and special needs training.

### **Local Government Actions**

- Consider creating a municipal grant to support upgrading to ECE and ECE with special training skills, for existing child care operators

### **Provincial Government Actions**

- Consider opportunities to reduce the financial burden of ECE qualifications (e.g., bursaries standard to all students in ECE programs, other) to make the qualification more attractive to potential students
- Promote upgrading of lower-level child care qualifications (e.g., Responsible Adult, ECE Assistant) to full ECE accreditation through targeted ad campaigns in child care programs at post-secondary institutions in B.C.
- Promote a higher wage for fully qualified ECEs, either as part of or in addition to the ongoing Universal Child Care program; may be accomplished through wage subsidies or other means to create a higher “floor” wage for ECEs

## **Support ECEs in maintaining their credentials through affordable professional development opportunities.**

Child care workers qualified as ECEs must participate in regular professional development in order to maintain their credential over time; this training is typically paid for by the individual, creating another barrier or disincentive for child care workers to pursue and/or maintain their full ECE qualification. Supporting ongoing professional development for ECEs can help to reduce this burden and better meet the need for qualified child care workers in the Cowichan region.

### **Local Government Actions**

- Consider creating a municipal child care resource position, which would (among other responsibilities) undertake polling of child care programs and help to organize local, affordable professional development opportunities for child care workers
- Consider creating a municipal grant to support ongoing ECE professional development training, for existing child care operators

### **Provincial Government Actions**

- Consider incentivizing regular professional development for ECEs through dedicated provincial grants available to all licensed child care operators in the Cowichan region

## IMPROVING QUALITY OF CHILD CARE

### Promote cultural diversity in child care centers.

The diversity of child care centers in the Cowichan region was rated poorly by both the general public and parents and caregivers of children, in this research. Diverse child care centers that reflect the communities in which they are located provide children with higher quality, more enriching care that promotes inclusive communities. As such, promoting cultural diversity should be a priority under the general initiative of improving quality of child care.

#### Local Government Actions

- Consider creating a municipal child care resource position, which would (among other responsibilities) regularly collect information on diversity within child care centers and promote best practices in diversity to child care centers
- Ensure affordable child care is available in all communities and neighbourhoods (see recommendations regarding placement of sites and space targets), to enable families to send their children to programs that are nearby and that are reflective of the diversity of their communities

#### Provincial Government Actions

- As the Universal Child Care program continues to roll out, consider incentives for children attending child care centers local to their homes, to ensure that child care centers reflect their communities

### Promote inclusion of children with extra support needs in child care programs.

Families of children with extra support needs can struggle to find spaces for their children in licensed child care programs, due to the additional resourcing and staffing required to accommodate these children. In particular, the need for specialized training for ECEs to provide care for children with additional support needs has resulted in limited qualified staff available at these child care programs, and high demand for care among the sites that are able to accommodate children with extra support needs.

#### Local Government Actions

- Consider creating a municipal grant fund to promote training and upgrading for child care workers, including obtaining training for ECEs to obtain their Special Needs qualification

#### Provincial Government Actions

- Consider creating a provincial grant fund to promote training and upgrading for child care workers, including obtaining training for ECEs to obtain their Special Needs qualification
- Promote the ECE-SN training designation among students and alumni of child care programs at Vancouver Island universities, through ad campaigns and other promotional materials

## Promote best practices in child care through monitoring and accountability measures.

While most parents and caregivers in the survey for this research rated their own child care arrangements highly, overall perception of child care quality in the Cowichan region was middling. Promotion of standards and best practices in licensed child care can provide guidance to providers (particularly during periods of rapid expansion) and build public confidence in the quality of child care offered locally.

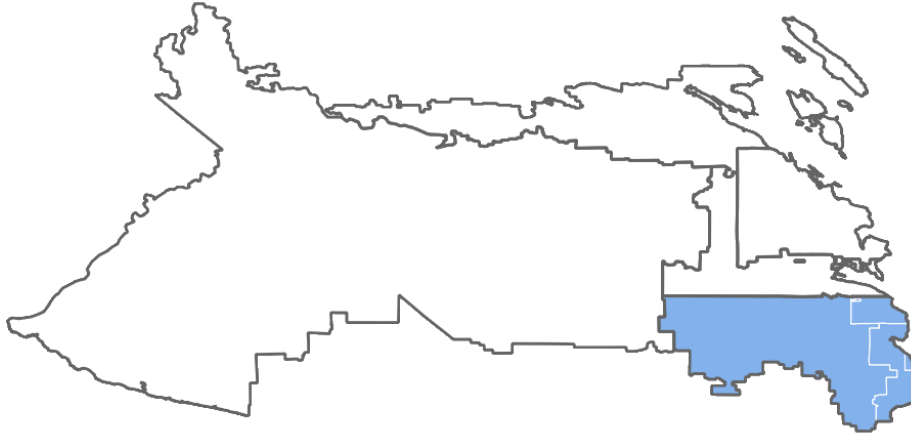
### Local Government Actions

- Consider creating a municipal child care resource position, which would (among other responsibilities) collect key performance indicators from local child care centers to monitor quality, and promote best practices through promotional materials and other initiatives

### Provincial Government Actions

- Create a set of key performance indicators for regular monitoring and measurement of child care quality
- Liaise with municipal child care resources to promote best practices endorsed by the provincial government, identify regional needs and provide support

# COWICHAN VALLEY SOUTH








This report summarizes the current and anticipated future child care needs in Cowichan Valley South. Cowichan Valley South is a sub-region of the Cowichan Valley Regional District (CVRD), and is comprised of: Electoral Area A (Mill Bay / Malahat), Electoral Area B (Shawnigan Lake), and Electoral Area C (Cobble Hill).

## COWICHAN VALLEY SOUTH CONTEXT


In this section, population-level factors that impact child care needs are described. This includes summaries of population size, family demographics, income, cultural diversity, and childhood vulnerability.

### DEMOGRAPHY

The tables below summarize key trends in Cowichan Valley South related to household composition, income, and cultural diversity.


Total Population		Households	Number of Households	Number of Households with Children
	Area A <b>4,733</b>	 The proportion of households with children in Cowichan Valley South (35%) are approximately equal as those seen in the overall CVRD (34%), but lower than the provincial (39%) and national (41%) proportions of households with children.	Area A <b>1,965</b>	Area A <b>645</b>
	Area B <b>8,558</b>		Area B <b>3,300</b>	Area B <b>1,395</b>
	Area C <b>5,019</b>		Area C <b>2,220</b>	Area C <b>605</b>
	Total <b>18,310</b>		Total <b>7,485</b>	Total <b>2,645</b>





Dual-Parent Families

485 (75%) Area A	1,045 (75%) Area B	450 (74%) Area C
1,980 (75%) Total		




Lone-Parent Families


160 (25%) Area A	350 (25%) Area B	155 (26%) Area C
665 (25%) Total		

Family Structures

Of all families with children in Cowichan Valley South, 75% are led by two parents and 25% are led by a single parent. The ratio of dual-parent to lone-parent families was consistent across all Electoral Areas in the region. A slightly larger proportion of families in South Cowichan are led by two parents, compared to the overall CVRD (68% of CVRD families are led by two parents, 32% by single parents), and comparable to proportions at the provincial (73% two-parent, 27% lone-parent households) and national (72% two-parent, 28% lone-parent households) levels.



Statistics Canada, 2016 Census of Population

	Income				
	Median Total Household Income	Median Total Income Of Couple Economic Families With Children <sup>22</sup>	Lone-Parent Economic Families' Median Income	Prevalence of Low Income (LIM-AT) <sup>23*</sup>	Prevalence of Low Income (LICO-AT)*
CVRD Area A	\$77,568	\$124,224	\$62,080	495 (11%)	270 (6%)
CVRD Area B	\$81,169	\$116,693	\$49,536	1,035 (12%)	465 (6%)
CVRD Area C	\$77,349	\$121,856	\$53,760	555 (11%)	255 (5%)
<b>Total</b>	<b>\$79,091<sup>†</sup></b>	<b>\$119,704<sup>†</sup></b>	<b>\$53,557<sup>†</sup></b>	<b>2,085 (12%)</b>	<b>990 (5%)</b>

A weighted average of median incomes in the CVRD Area A, CVRD Area B, and CVRD Area C was \$79,091. Median incomes varied slightly, with all communities' median incomes falling within approximately \$4,000 of one another. Incomes in all communities were higher than the median income across all of BC (\$69,995) and Canada (\$70,336).

Similarly, rates of individuals falling within the low-income cut-off, after tax (LICO-AT) category (meaning that they are expected to spend 20 percentage points more of their income on food, shelter, and clothing compared to the average family) were similar in all communities, ranging from 5% to 6%. This is slightly lower than the LICO-AT rate for the overall CVRD (7%), the national rate (9%), and the provincial rate (11%). The low-income measure, after tax (LIM-AT) indicates whether a household takes in an income of 50% or less of the median income in their area (i.e., make about one-half of what the average household, of similar composition, in their area does). In all three communities in Cowichan Valley South, slightly more than one in ten individuals (11% to 12%) qualify as low-income under the LIM-AT measure.


Statistics Canada, 2016 Census of Population

<sup>†</sup> These numbers were calculated as weighted averages of the medians of the three regions. These numbers are expected to provide a good estimate of central tendency, but may not reflect the true median of the full region.

\*It is important to note that these low-income measures capture the number and proportion of *individuals*, not *households*, falling within these low-income categories.

<sup>22</sup> "Economic family" refers to two or more persons living in the same home, related to each other by blood, marriage, common-law union, adoption, or a foster relationship. Cohabiting, unrelated adults (e.g., roommates) do not constitute an economic family, nor do single-person households.

<sup>23</sup> The Low Income Measure After Tax (LIM-AT) indicates whether a household receives 50% or less of the median household income in their region, adjusting for household size to accommodate that larger households have greater income needs.

	Cultural Diversity			
	Self-Identified Aboriginal <sup>24</sup>	Self-Identified First Nations <sup>25</sup>	Self-Identified Métis <sup>26</sup>	Self-Identified Immigrant
CVRD Electoral Area A	185 (4%)	90 (2%)	90 (2%)	680 (15%)
CVRD Electoral Area B	560 (7%)	225 (3%)	310 (4%)	790 (9%)
CVRD Electoral Area C	185 (4%)	40 (1%)	145 (3%)	870 (17%)
<b>Total</b>	<b>930 (5%)</b>	<b>355 (2%)</b>	<b>545 (3%)</b>	<b>2,340 (13%)</b>
<p>Similar proportions of residents in all three communities identified as being Indigenous (4% to 7%), First Nations (1% to 3%), and Métis (2% to 4%). A lower proportion of residents in CVRD Electoral Area B (9%) identified as immigrants compared with other South Cowichan Electoral Areas (15%-17%).</p> <p>South Cowichan has an Indigenous population that is proportionally lower than that of the overall CVRD (12%), BC (6%), and Canada (5%). In contrast, the proportion of South Cowichan’s population that identify as immigrants is roughly comparable to the overall CVRD (13%), and lower than BC (28%) and Canada (22%).</p>				
Most Common Mother Tongue				
CVRD Electoral Area A	CVRD Electoral Area B		CVRD Electoral Area C	
English (91%)	English (94%)		English (91%)	
Most Common Language Spoken at Home				
CVRD Electoral Area A	CVRD Electoral Area B		CVRD Electoral Area C	
English (97%)	English (98%)		English (98%)	
<p>While English is the most common first language, and most common language spoken at home, for large majorities of residents in Electoral Areas A, B, and C, there were no other languages that predominated among non-English-primary speakers. There were a wide variety of languages other than English reported as being first languages and/or the language spoken most often at home. Given that there were such a wide variety of languages, with none predominating as a “second-most-common” language in the region, there are no recommendations for languages of focus for future child care programs.</p>				

Statistics Canada, 2016 Census of Population




<sup>24</sup> Self-identified Aboriginal, according to Statistics Canada's Census counting methodology, includes all individuals who identify as First Nations, Métis, Inuit, or a combination thereof.

<sup>25</sup> Self-identified First Nations in this column represents the count of individuals in the 2016 Census who identified as being solely of First Nations descent (i.e., not having multiple Indigenous heritages such as Métis and First Nations).

<sup>26</sup> Self-identified Métis in this column represents the count of individuals in the 2016 Census who identified as being solely of Métis descent (i.e., not having multiple Indigenous heritages such as Métis and First Nations).

## CHILDHOOD VULNERABILITY

“Vulnerability” in this context refers to a child’s likelihood to experience poor health, education, and/or social outcomes. Childhood vulnerability is captured on a regular basis in B.C. through the Human Early Learning Partnership’s Early Development Instrument (EDI). This instrument measures five core domains of early child development and identifies, based on questionnaire scores, children who are vulnerable in these five areas.

	Vulnerability (EDI)				
	Percentage of Children Vulnerable	Overall BC Vulnerability One Or More Scales (Wave 7)			
CVRD Electoral Area A*	31%	33%			
CVRD Electoral Area B*	28%				
CVRD Electoral Area C*	31%				
	Domain				
	Physical Health & Well-Being	Social Competence	Emotional Maturity	Language & Cognitive Development	Communication Skills
CVRD Electoral Area A*	19%	14%	21%	7%	9%
CVRD Electoral Area B*	11%	11%	16%	9%	12%
CVRD Electoral Area C*	19%	14%	21%	7%	9%
<p>The percentage of vulnerable children in Cowichan Valley South is lower than the provincial average for vulnerability on one or more scales based on the EDI Wave 7 data. Vulnerability was similar across all three electoral areas, with 28-31% of children measured by the EDI considered vulnerable on one or more scales. Among the five subscales, rates of vulnerability were highest in two regions (Electoral Area A and C) on emotional maturity (21% of vulnerable children), and physical health and well-being (19% of vulnerable children).</p>					

EDI Wave 7 (2017-19), Human Early Learning Partnership

\* Note: EDI data is based on school district boundaries. These boundaries do not directly map to the exact CVRD boundaries used for this report. Therefore, the EDI data presented in the table above are approximations for the areas that comprise Cowichan Valley South, but are anticipated to be broadly representative of trends and needs in the region.

## CURRENT STATE OF CHILD CARE IN COWICHAN VALLEY SOUTH

This subsection of the report will provide a summary of the current state of child care in Cowichan Valley South, specifically focusing on the potential demand for child care from children aged birth to 12 years and the current supply of licensed child care spaces available.

### COWICHAN VALLEY SOUTH CHILD CARE DEMAND FACTORS

Determining the need for child care is challenging given demand is influenced by a number of dynamic factors including, but not limited to, population and labour force participation rates over time. Initiatives such as the B.C. government's Universal Child Care Initiative will likely cause a significant increase in the demand for regulated child care as low-cost spaces are rolled out across the province, making licensed child care more affordable and accessible for a larger number of families.

### POPULATION FACTORS

The population of children (aged 12 years and younger) in Cowichan Valley South is projected to decrease slightly between 2020 and 2030; there is a projected decrease of about 8% over the ten-year period, or approximately a 1% decrease annually. These decreases are occurring mainly in the 3-5 and 6-12 year age groups, while the number of children aged 0-2 is anticipated to remain relatively stable over the next decade. A summary of population statistics for Cowichan Valley South broken down by area and age group can be found in Table CVS1.

**Table CVS1: Cowichan Valley South Population Projections, 2020-2030**

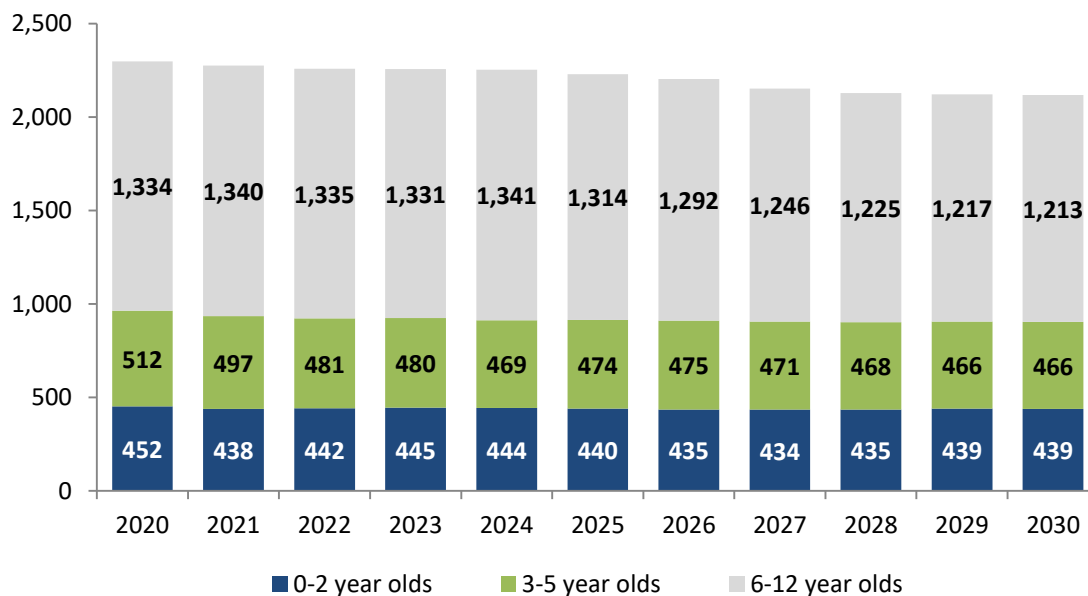
Area	2020	2025	2030	Change 2020-2030	Average Annual Change 2020-2030	Average Annual % Change 2020-2030
<b>CVRD Electoral Area A</b>						
Children 0-2 years	109	106	106	-3	0	0%
Children 3-5 years	123	114	112	-11	-1	-1%
Children 6-12 years	321	316	292	-29	-3	-1%
<b>Total Children (0-12 years)</b>	<b>553</b>	<b>537</b>	<b>510</b>	<b>-43</b>	<b>-4</b>	<b>-1%</b>
<b>CVRD Electoral Area B</b>						
Children 0-2 years	245	239	238	-7	-1	0%
Children 3-5 years	278	258	253	-25	-2	-1%
Children 6-12 years	724	713	659	-66	-7	-1%
<b>Total Children (0-12 years)</b>	<b>1,247</b>	<b>1,210</b>	<b>1,150</b>	<b>-98</b>	<b>-10</b>	<b>-1%</b>

Area	2020	2025	2030	Change 2020-2030	Average Annual Change 2020-2030	Average Annual % Change 2020-2030
<b>CVRD Electoral Area C</b>						
Children 0-2 years	98	95	95	-3	0	0%
Children 3-5 years	111	102	101	-10	-1	-1%
Children 6-12 years	288	284	262	-26	-3	-1%
<b>Total Children (0-12 years)</b>	<b>496</b>	<b>481</b>	<b>457</b>	<b>-39</b>	<b>-4</b>	<b>-1%</b>
<b>Cowichan Valley South</b>						
Children 0-2 years	452	440	439	-13	-1	0%
Children 3-5 years	512	474	466	-46	-5	-1%
Children 6-12 years	1,334	1,314	1,213	-121	-12	-1%
<b>Total Children (0-12 years)</b>	<b>2,297</b>	<b>2,228</b>	<b>2,117</b>	<b>-180</b>	<b>-18</b>	<b>-1%</b>

Sources: Statistics Canada, 2016 Census of Population; 2020 PEOPLE Population Projection Data

These changes in child population in Cowichan Valley South, from 2020 to 2030, are illustrated in Figure CVS1 below. As noted above, the overall decrease is relatively small – about 1% - but this represents a decrease of 180 children in the region over the next ten years.

**Figure CVS1: Cowichan Valley South Projected Population Change, 2020-2030**



Sources: Statistics Canada, 2016 Census of Population; 2020 PEOPLE Population Projection Data

## UTILIZATION OF LICENSED CHILD CARE SPACES

Cowichan Valley South is located within the South Vancouver Island service delivery area. The South Vancouver Island service delivery area includes not only all of the CVRD, but also Greater Victoria and other municipalities; this impacts the overall averages for the area. Breakdowns at a more granular level, such as CVRD alone, are not available.

Utilization rates provide a broad measure of the uptake of available child care services in a region. These numbers represent what proportion of *available* child care spaces are *being used*.<sup>27</sup> Utilization rates offer a proxy for the appropriateness of the amount and combination of types of child care spaces available. Efficient use of child care spaces will be reflected in high utilization rates, indicating that there are not “too many” spaces available for the number of families in a region that want to make use of child care. However, at very high utilization rates – in excess of 80% to 85% – finding child care becomes progressively more challenging for families, potentially impacting the ability to find a suitable child care space that is accessible and affordable to them.

Utilization rates for South Vancouver Island, alongside provincial and North Vancouver Island comparators, are shown in Table CVS2. South Vancouver Island’s utilization rate is similar to the provincial and North Vancouver Island comparators. Across all groups, utilization rate was very high for infant-toddler care in 2016-17, while utilization rate was lower for the 3-5 year age group, and lowest for the school-age group.

**Table CVS2: Average Monthly Child Care Space Utilization Rates, April 2016 through March 2017**

Service Delivery Area	Group Care, Infant/Toddler	Group Care, 3 to 5 years	Group Care, School Age	Total Group Care	Family Care	Total Group and Family Care
British Columbia	85%	74%	48%	70%	72%	71%
<b>South Vancouver Island</b>	<b>87%</b>	<b>70%</b>	<b>42%</b>	<b>65%</b>	<b>72%</b>	<b>69%</b>
North Vancouver Island	88%	62%	38%	62%	68%	63%

Source: Ministry of Children and Family Development. *Performance Management Report*. Volume 9 March 2017. Performance Indicator 1.01, Spare Capacity in Licensed Child Care Spaces. Retrieved from [https://www2.gov.bc.ca/assets/gov/family-and-social-supports/services-supports-for-parents-with-young-children/reporting-monitoring/00-public-ministry-reports/volume\\_9\\_mar\\_2017.pdf](https://www2.gov.bc.ca/assets/gov/family-and-social-supports/services-supports-for-parents-with-young-children/reporting-monitoring/00-public-ministry-reports/volume_9_mar_2017.pdf)

**Note:** ‘Group Multi-Age’ spaces have been excluded as it cannot be determined which spaces of a facility’s reported enrolments are utilized, by age.

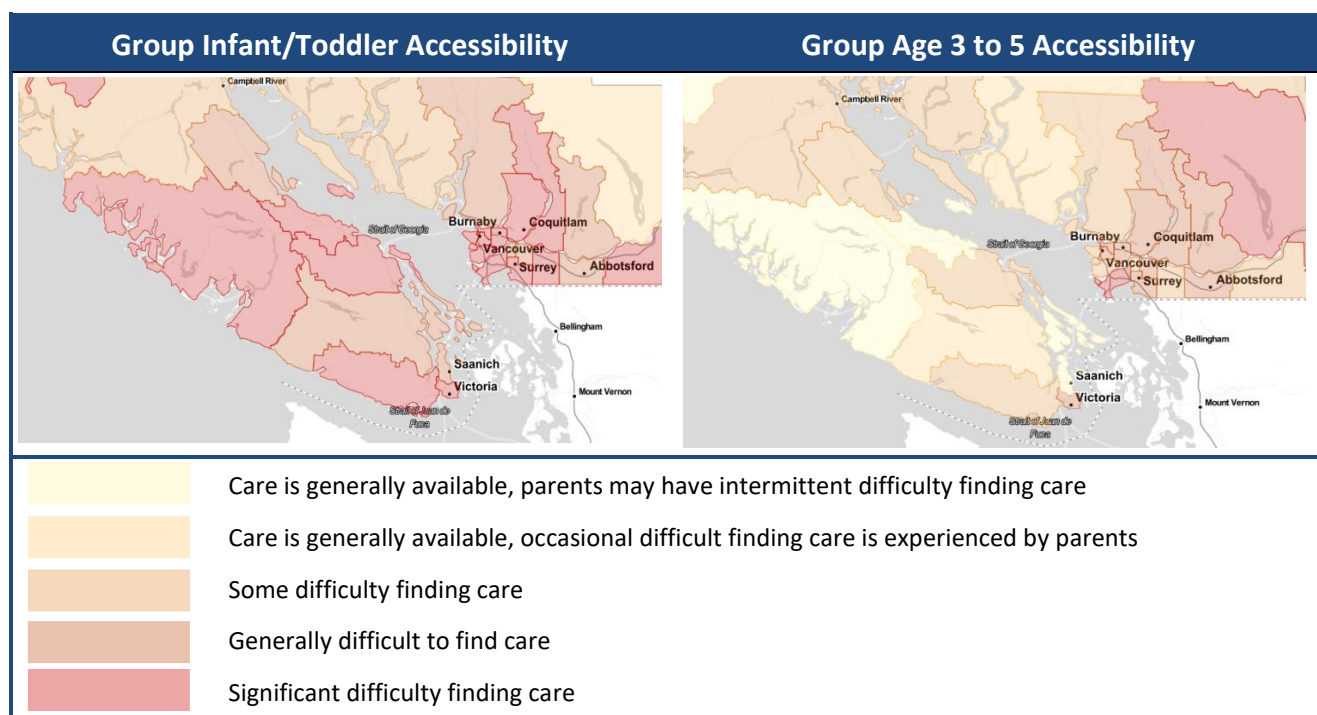
<sup>27</sup> A child care facility’s Utilization Rate is determined by dividing its total enrollments for the month by the number of times a child care space can be used in a month. Two part-time enrolments are assumed to be equivalent to one full-time enrollment; 100% utilization of one child care space is assumed to be 22 full-time equivalent enrollments in a month.

## COWICHAN VALLEY SOUTH CHILD CARE SUPPLY FACTORS

The accessibility of licensed child care spaces for infant/toddlers and children aged 3-5 years across the Cowichan Region in general is illustrated in Figure CVS2. These maps, based on 2017/18 data, suggest that parents generally have difficulty finding group infant/toddler child care, whereas care for the 3-5 age group is generally available, with occasional difficulty experienced by parents.

This aligns with information on utilization rates available (utilization is about 70% for the 3-5 years group in South Vancouver Island) and coverage rate data based on recent child care inventories, which suggest a 47% coverage rate for children aged 3-5 in the Cowichan Valley South region – the highest coverage among all age groups in the region. Findings from key informant interviews also stressed the pressing need for infant-toddler spaces, with less focus on the 3-5 years age group.

**Figure CVS2: Accessibility of Licensed Child Care Spaces in the Cowichan Region, 2017-18**



Source: Ministry of Children and Family Development. Early Years Performance Indicators: 1.01 Accessibility of Licensed Child Care Spaces. Retrieved from <https://mcf.gov.bc.ca/reporting/services/early-years/performance-indicators>



## AVAILABILITY OF CHILD CARE IN COWICHAN VALLEY SOUTH

There are currently a total of **511** licensed child care spaces across **32** programs in Cowichan Valley South. Summaries of child care spaces and program type by area are below in Tables CVS3 and CVS4, respectively.

**Table CVS3: Cowichan Valley South Licensed Child Care Spaces, 2020**

Group Care, Birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, School Age	Multi-Age Child Care	Family Child Care	In-Home Multi-Age Child Care	Total Spaces
<b>CVRD Electoral Area A</b>							
45	69	0	28	0	7	0	<b>83</b>
<b>CVRD Electoral Area B</b>							
8	72	60	96	24	7	8	<b>275</b>
<b>CVRD Electoral Area C</b>							
8	46	48	36	8	7	0	<b>153</b>
<b>Total Cowichan Valley South</b>							
28	154	108	160	32	21	8	<b>511</b>

Sources: Union of BC Municipalities Community Child Care Planning Inventory; 2020 Cowichan Child Care Provider Survey, Winter 2019/20

**Table CVS4: Cowichan Valley South Licensed Child Care Programs, 2020**

Group Care, Birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, School Age	Multi-Age Child Care	Family Child Care	In-Home Multi-Age Child Care	Total Programs
<b>CVRD Electoral Area A</b>							
1	3	0	3	0	1	0	<b>8</b>
<b>CVRD Electoral Area B</b>							
1	4	2	2	2	1	1	<b>13</b>
<b>CVRD Electoral Area C</b>							
1	3	3	2	1	1	0	<b>11</b>
<b>Total Cowichan Valley South</b>							
3	10	5	7	3	3	1	<b>32</b>

Sources: Union of BC Municipalities Community Child Care Planning Inventory; 2020 Cowichan Child Care Provider Survey, Winter 2019/20

## COWICHAN VALLEY SOUTH CHILD CARE COVERAGE RATES

Current child care coverage rates (i.e., the number of child care spaces per 100 children) were calculated using current population estimates for Cowichan Valley South, and the number of licensed child care spaces currently available in the region. Within Canada, the ratio of child care spaces per 100 children aged 12 and under varies significantly by province. The national average in 2017 was 27.2 spaces per 100 children, while British Columbia's provincial average was considerably lower at 18.4 spaces per 100 children.<sup>28</sup>

Table CVS5 below summarizes the coverage rates, by age group, in Cowichan Valley South.

**Table CVS5: Cowichan Valley South Licensed Child Care Coverage Rates, 2020**

Age Group	Current Child Population	Current Number of Spaces	Current Estimated Coverage Rate
<i>All children 0-12 years</i>	<b>2,297</b>	<b>511</b>	<b>22.2</b>
Pre-school aged children, 0-5 years	964	323	33.5
Infant / Toddler children, 0-2 years	452	81	17.9
Preschool aged children, 3-5 years	512	242	47.2
School aged children, 6-12 years	1,333	188	14.1

Sources: Union of BC Municipalities Community Child Care Planning Inventory; 2020 PEOPLE Population Projection Data

There is little consensus or established benchmarks regarding what is a sufficient number of child care spaces within a region. The Canadian Centre for Policy Alternatives (CCPA) identifies forward sortation areas (FSAs) with one licensed child care spot per three (or more) children aged 0-5 years (i.e., 33% coverage), and a minimum of 50 children in that FSA, as a child care desert. Families living in child care deserts are anticipated to experience significant difficulty getting access to child care.<sup>29</sup> Currently, Cowichan Valley South has a 18% coverage rate for children aged 0 to 2 years (infant-toddler group), qualifying the region as a child care desert for this age group. Coverage is much higher for the 3-5 years age group, at 47%. Coverage for the 6-12 age group is also low for South Cowichan, at 14%. Overall, for all children birth to 12 years old, the coverage rate in the CVRD is 26%; South Cowichan's rate is lower than this at 22%.

**Currently there are 22.2 child care spaces for every 100 children aged 0-12 years in Cowichan Valley South.**

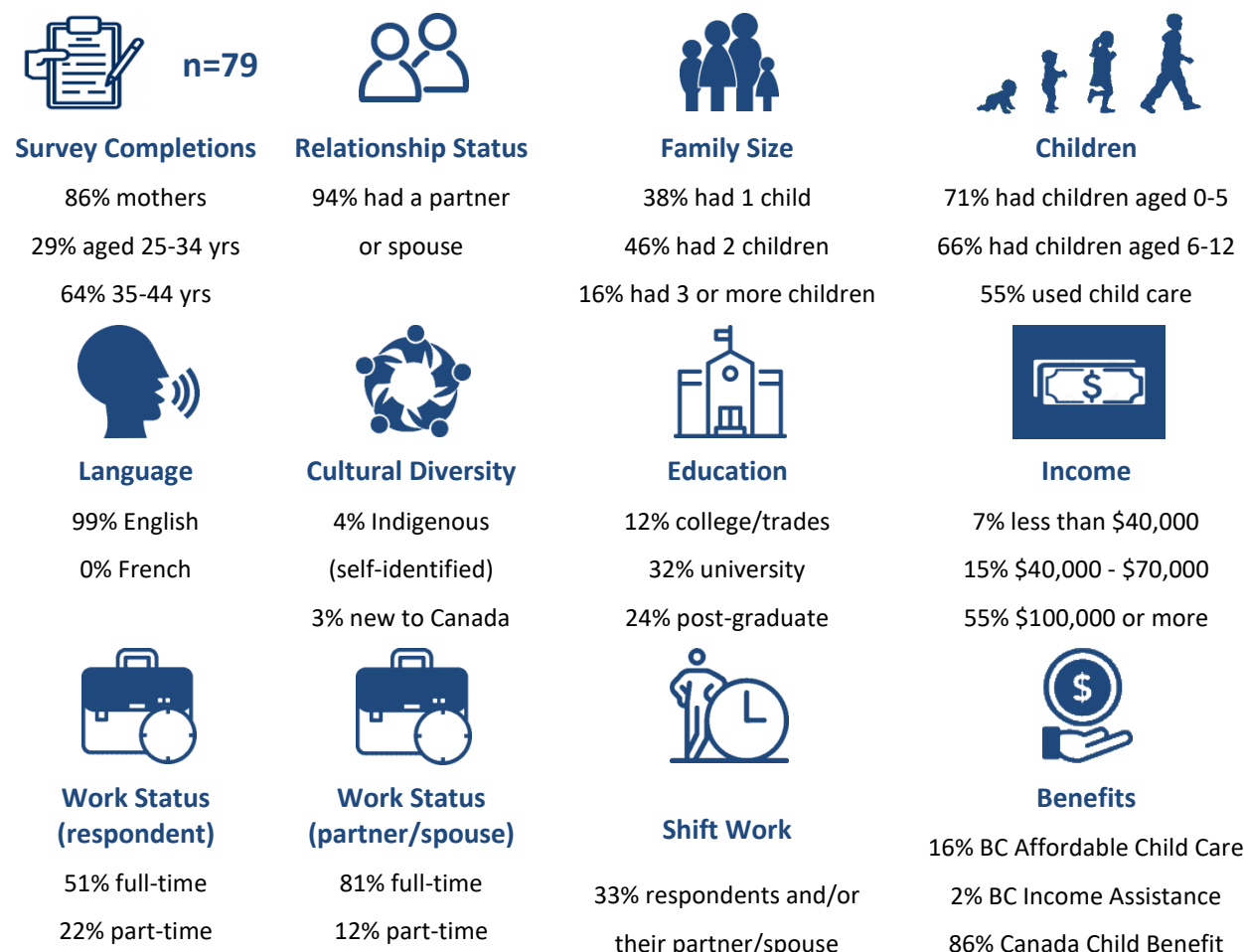
<sup>28</sup> Early Childhood Education and Care in Canada 2012 (9<sup>th</sup> edition, June 2013), Childcare Resource and Research Unit. Retrieved from [https://childcarecanada.org/sites/default/files/CRRU\\_ECEC\\_2012\\_revised\\_dec2013.pdf](https://childcarecanada.org/sites/default/files/CRRU_ECEC_2012_revised_dec2013.pdf)

<sup>29</sup> Macdonald, D. Child Care Deserts in Canada. Canadian Centre for Policy Alternatives (June 2018). Retrieved from <https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office/2018/06/Child%20Care%20Deserts.pdf>

## CHILD CARE QUALITY AND ACCESSIBILITY

In addition to review of the child care capacity and coverage rates, Malatest conducted survey and interview research with stakeholders to better understand local perceptions of the quality, accessibility, and affordability of child care in Cowichan Valley South. Information about research participants, and key themes that emerged from this research, are discussed in this section.

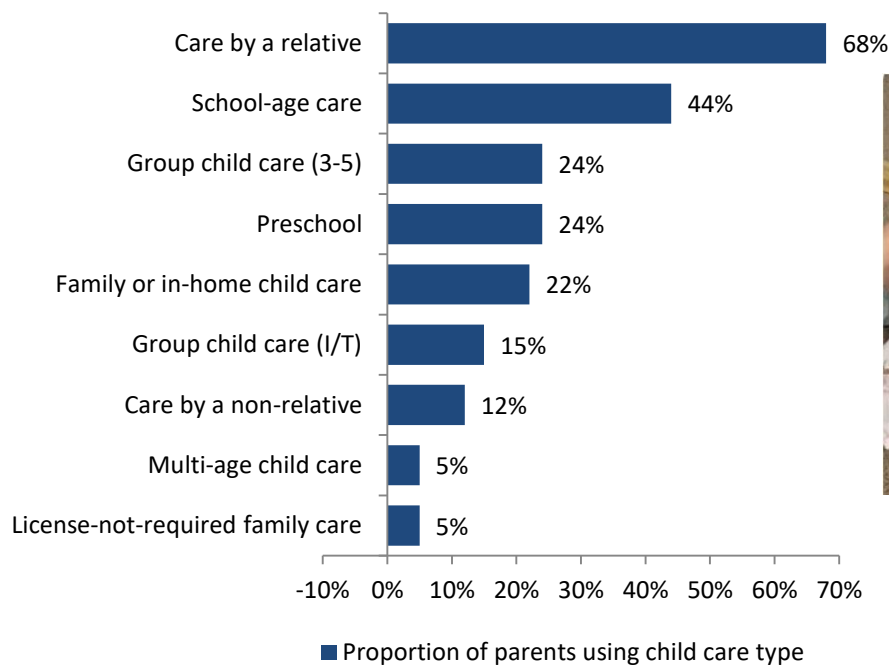
### SUMMARY OF PARENT AND CAREGIVER SURVEY RESPONDENTS



Source: 2020 Cowichan Child Care Parent and Caregiver Survey, n=79. Not all response options are shown.

Of the 79 parent/caregiver respondents, more than one-half (55%, n=41) reported using child care, and of these respondents they used all care types (see Figure CVS3). Care by a relative was the primary care type used in Cowichan Valley South (36%, n=23).

**Figure CVS3: Child Care Use by Care Type, Cowichan Valley South Respondents**



Source: Cowichan Valley Child Care Parent and Caregiver Survey, n=41. This question allowed for multiple responses, therefore percentages may add up to more than 100%.

## KEY THEMES FROM COMMUNITY STAKEHOLDER ENGAGEMENT

Three key themes emerged from surveying and interviewing community stakeholders regarding child care in Cowichan Valley South: availability, affordability, and quality of child care.

### AVAILABILITY OF CHILD CARE

*[There is a] huge need in our community for infant and toddler spaces.*

Across all stakeholder groups, there was strong indication that more child care spaces are needed. One-half of child care providers in South Cowichan (50%, n=13) reported a need for more child care spaces.

Currently, more than 80% of these child care centres (81%, n=13) have waitlists. When asked about the number of spaces needed, about two-thirds of providers in Cowichan Valley South (64%, n=7) recommended doubling the number of current spaces in the area.

Cost, availability, and other accessibility factors are creating barriers to child care among parents and caregivers in South Cowichan. Slightly more than one-third of respondents (35%) to the parent and caregiver survey in the South Cowichan region reported that cost was their primary reason for not using child care. Eighteen percent of parents and caregivers in the region reported availability of spaces as a major concern. However, 57% of all respondents in this region reported that cost was a barrier to accessing their *preferred* choice of child care, and 63% reported that availability of spaces was a barrier to their preferred type of child care.

All groups agreed that infant and toddler spaces are particularly needed, followed by after-school care spaces. Increasing the availability of child care for children with extra support needs was also identified as a priority among all groups. Slightly less than two-thirds of child care provider respondents in Cowichan Valley South (64%, n=9) currently are able to care for children with additional support needs. As a result, available child care spaces are even scarcer for children with additional support needs. Less than one-half (40%, n=32) of local parents and caregivers agreed with the statement, “Child care options in the Cowichan region provide all the services / supports necessary for children to succeed.”

*Children with extra support needs [such as language and speech] tend to be underserved.*

Key informants echoed these findings, and pointed out that there is not enough Support Child Development (SCD) funding available to support the children currently in care. For this reason, these interviewees questioned the benefits of additional spaces on the already-strained services in the region. Stakeholders also noted a lack of support workers who are able and/or willing to work contracted support hours. Stakeholders shared stories of programs being unable to take on children requiring extra supports, due to insufficient numbers of trained educators or additional support staff.

In addition to a lack of spaces, all stakeholder groups expressed a need for more flexible options in the hours when care is available. Child care providers in Cowichan Valley South recognized the need for extended hours, largely in the early mornings (50% agreed this was a need). Child care providers in the region were less convinced that there was a need for child care availability in the later evenings (23% agreed this was a need), and before and after school and during school closures (42% agreed this was a need). A number of stakeholders suggested opening a child care centre in the hospital to help improve accessibility of child care for shift workers.

*Earlier start times for daycare would allow me to work more and would help all shift workers.*

Finally, lack of public transportation to child care centres was noted as a challenge to accessibility of child care. The scarcity of child care spaces across the Cowichan region doesn't allow parents and caregivers the option to select a child care site within walking distance from home, leaving it up to parents and caregivers to find ways to reach facilities that may be a long distance from their home and/or place of work. For those without reliable access to a personal vehicle, this creates an additional hurdle to accessing child care.

### AFFORDABILITY OF CHILD CARE

All stakeholder groups and key informants agreed that child care is too expensive for many families. Participants believed that access to more affordable child care would have benefits for parents and caregivers in a number of areas. These included:

- Improve parents' and caregivers' chances to gain employment (17% of local parents / caregivers, n=12; 52% of the general population in the broader CVRD, n=49);
- Allow parents and caregivers to work more hours (42% of local parents / caregivers, n=29);
- Reduce parents' and caregivers' absences at work (28% of local parents / caregivers, n=19; 59% of the general population in the CVRD, n=56); and

- Allow parents and caregivers to improve their education, or update their training and/or credentials (28% of local parents / caregivers, n=19).

One-half of general population respondents throughout the broader CVRD (52%, n=44) indicated that lowering child care fees would result in increased economic prosperity. Majorities of parents and caregivers within Cowichan Valley South (57%, n=45) and the general population of the CVRD more broadly (78%, n=74) agreed that low-cost child care would have a number of non-economic benefits, such as reduced stress on families and overall better mental wellness.

Key informants stated that affordability of child care is a common concern among families they serve. These interviewees shared stories of many families, especially young parents, not being able to find child care even if they could afford it. Qualifying for child care was also noted as a concern, particularly for parents who are not employed or attending school, and therefore cannot qualify for subsidies.

### QUALITY OF CHILD CARE

Slightly more than one-half of general population survey respondents in the CVRD (53%, n=35) agreed that “child care options in the Cowichan region offer quality child care.” Approximately one-half of parents and caregivers in the South Cowichan region (57%, n=36) agreed with the statement. An even higher proportion of local parents and caregivers – 70% (n=45) – reported being satisfied with the quality of their personal child care arrangements. Key informants spoke highly of the quality of child care in the region.

Inclusivity, a common indicator of child care quality, is defined as the extent to which a child care site is inclusive of children of all abilities (including those with extra support needs) and incorporating the diversity of the community. Minorities of general population respondents (37%, n=35) and parents and caregivers (25%, n=15) agreed that child care options in the Cowichan region are inclusive in terms of children’s abilities. A slightly higher proportion of parents and caregivers (39%, n=24), and less than one-half of the general population (45%, n=43) agreed that child care options reflect the diversity of the community. These findings suggest that inclusivity of child care could be an area for further improvement.

The quality of a child care centre is also impacted by the quality of the individuals who work there. One-half of child care providers (50%, n=13) believed that increased wages would improve the quality of child care services in the area. Further, slightly more than one-half of child care providers (54%, n=14) believed that greater availability of qualified staff would improve the quality of child care in their area. In addition, key informants felt non-licensed care can hinder child care quality and if more care centres are added, they should be licensed.

### CHALLENGES FOR CHILD CARE PROVIDERS

*The number one issue is finding and retaining good quality staff.*

Child care providers identified staffing as their primary challenge in providing child care. Issues related to hiring qualified workers, and accessing needed funding, were noted as challenges to expanding existing child care centres. These participants noted that it was a challenge to find an available labour pool of well-trained staff (93%, n=13 identified this as an issue) and to offer wages at the level needed to attract and retain these qualified staff (93%, n=13 identified this as an issue). However, many felt that an increased

availability of early childhood educators would motivate them to increase the number of child care spaces at their facility. This could have the benefit of increasing the overall number of child care spaces in the region, but may also result in staff-to-child ratios remaining low.

A majority of stakeholders echoed the sentiments expressed by child care providers, regarding current staffing issues in the industry. There was consensus among all groups that increased compensation would encourage more people to pursue education in, and join, the child care profession as they could expect to be fairly compensated for their work.

*[There is a] lack of people motivated to open a daycare, as it is a lot of work for little pay.*

Child care providers identified some other important areas that could influence child care sites' willingness to increase their capacity. Barriers to increasing the number of spaces included:

*In Cowichan there are several municipal boundaries and capacity issues. Regional districts haven't had child care on their agendas and tightening budgets make it more difficult to add new services or expand existing ones.*

- Increasing wages for staff (93%, n=13); and
- The need for more physical space (64%, n=9).

More governance was also thought to be needed over unlicensed child care. Concerns were raised from stakeholders that these unlicensed centres get the same access to government funding as licensed child care centres, and they charge the same or more than licensed centre, yet their quality may often not be equivalent.

## FUTURE CHILD CARE TARGETS

Based on anticipated future need for child care in Cowichan Valley South, Malatest has developed a series of targets for increasing the supply of licensed child care spaces in the region. Recommendations include:

- Number of child care spaces needed, by age group and care type, over the next ten years to meet changing demographics and anticipated change in demand;
- Number of child care programs needed to accommodate these spaces;
- Space needs for recommended programs (i.e., interior and exterior space requirements to accommodate children in the identified programs);
- Potential sites in Electoral Area A, Electoral Area B, and Electoral Area C, where additional needed programs could be located; and
- Staffing needs to accommodate the increased number of programs and spaces recommended.

### SPACE CREATION TARGETS

This subsection of the report provides short-, medium-, and long-term child care space creation targets for Cowichan Valley South.

Space creation targets for each of the child care age groups were calculated by multiplying projected populations for each age group (taken from BC Stats' PEOPLE Population projections) by target coverage rates for these age groups. Target coverage rates were decided based on multiple factors: available recommendations for best practice in existing literature, the experience of other jurisdictions in providing child care, and estimates of unmet need for each age group within the CVRD based on survey and interview data. Baseline target coverage rates for each of the age groups were:

- 55% for the 0-2 years age group;
- 85% for the 3-5 years age group; and
- 20% for the 6-12 years age group.

These target coverage rates were baselines only, and were adjusted for each community as appropriate based on anticipated unmet need as well as findings from key informant interviews. For more information on how these targets were arrived at, please refer to the Methodology Section of the Final Report prepared for this project.

These targets identify the number of child care spaces required to support the projected population of Cowichan Valley South over the next ten years (see Table CVS6). Moderate increases in child care spaces were identified across all age groups, from an additional 55 spaces for school aged children, to 64 spaces for infants and toddlers.



**Table CVS6: Total Target Child Care Spaces by Age Group, Cowichan Valley South, 2020-2030**

Year	Spaces Children 0-2 years	Spaces Children 3-5 years	Total Spaces Children 0-5 years	Spaces Children 6-12 years	Total Spaces Children 0-12 years
2020	81	242	323	188	511
2021	88	248	336	201	537
2022	97	255	352	214	566
2025	119	275	394	236	630
2030	145	302	446	243	689

Sources: Union of BC Municipalities Community Child Care Planning Inventory (2020 spaces only); 2020 PEOPLE Population Projection Data

**Space creation targets for 2030 require 179 new spaces over ten years: 64 for infant-toddler, 60 for preschool ages, and 55 for school-aged children.**

Table CVS7 provides a summary of how these required spaces could be broken down by child care type. It is important to note that very small increases in family and in-home multi-age child care were projected, due to the fact that these operations have low capacity numbers and most in the region are already serving as many children as possible. The only way to substantially increase child care spots in these types of programs would be for child care operators to open their own in-home facilities, which is considerably more challenging to promote and incentivize than adding capacity to other types of child care sites.

**Table CVS7: Total Target Child Care Spaces by Type of Care, Cowichan Valley South, 2020-2030**

Type of Care	2020 Supply	Estimated Short-Term Need, 2021*	Estimated Short-Term Need, 2022*	Estimated Medium-Term Need, 2025*	Estimated Long-Term Need, 2030*
Group Child Care (Birth to 36 months)	28	40	59	83	101
Group Child Care (30 months to school age)	154	154	156	170	193
Licensed Preschool	108	108	110	120	130
Group Child Care (School age)	160	168	172	180	185
Multi-Age Child Care	32	38	40	48	51
Family Child Care	21	21	21	21	21
In-Home Multi-Age Child Care	8	8	8	8	8
<b>Total Child Care Spaces</b>	<b>511</b>	<b>537</b>	<b>566</b>	<b>630</b>	<b>689</b>

Source: Union of BC Municipalities Community Child Care Planning Inventory (2020 spaces only)

\*Consultant estimates

Figures in brackets indicate net change in space numbers between the column's year targets and the previous column's year targets.

It is important to note that, over the course of this project, School District 79 has committed to creating 201 new child care spaces, 37 of which will be in Mill Bay, within the South Cowichan region. Of these 37 spaces, 25 are being dedicated to Group Child Care (30 months to School Age) and 12 are being dedicated to Group Child Care (Birth to 36 months). As a result, some of the targets provided above may already have been met.

Finally, Table CVS8 provides a summary of the overall increase in coverage rates, from 2020 to 2030, based on recommended space creation targets and population projections for these age groups. As can be seen in the table, childcare space creation targets proposed by Malatest result in the largest improvements targeted at the 0-2 and 3-5 years age groups, while a smaller increase is suggested for the 6-12 years age group

**Table CVS8: Change in Proportional Child Care Coverage, Cowichan Valley South, 2020-2030**

Age Group	2020	2030	Percentage Point Change
0-5 years	34%	49%	+15 pts
0-2 years	18%	33%	+15 pts
3-5 years	47%	65%	+18 pts
6-12 years	14%	20%	+6 pts
<b>Overall Coverage Rate: 0-12 years</b>	<b>22%</b>	<b>33%</b>	<b>+11 pts</b>

## PROGRAM CREATION AND SITE LOCATION NEEDS

In addition to estimating the need for individual child care spaces, by age group and care type, over the next decade, Malatest developed estimates and recommendations on creation of child care programs to accommodate these additional spaces, and identified potential sites that could be used to house these additional child care programs. These estimates and recommendations are discussed in the sub-sections below.

### PROGRAM CREATION

Malatest used its recommendations for space creation targets, by care type, to identify the number of additional programs that will be needed to accommodate these targets. In calculating the number of additional programs needed, the following assumptions or parameters were used:

- All programs will be fully subscribed to the legal maximums prescribed by the provincial government; and
- Where partial programs are needed (e.g., calculation indicated a need for 4.35 programs), number of needed programs were always rounded up to accommodate legal requirements for the *maximum* number of children in a program.

As a result of these approaches, these recommendations for additional programs needed should be taken as the minimum required to meet the space creation targets identified, but will also provide a small amount of additional capacity for more spaces if needed by the community.

Further, it is important to note that Malatest has delineated a difference between *programs* and *sites*. “Program” refers to each licensed child care program that serves up to its maximum number of children. “Site” refers to the physical location (building and outdoor space) that serves one or more programs. Many of the larger child care operators host multiple programs at their site; for example, a child care operator who reports 24 spaces for infant-toddler group care hosts two programs, as the maximum number of children who can be served by that care type in a single program is 12.

Given that the UBCM inventory does not break down the number of programs at a specific site in this manner, the number of sites in 2020 is a best estimate based on the number of spaces that each operator reports offering and the applicable legal maximum enrolments for each type of care. It is also important to note that staffing shortages may be limiting the ability of sites to operate at their maximum potential capacity. For example, while the maximum number of children in a licensed preschool program is 20, there is also a requirement that there be a minimum of one ECE or ECE assistant for every ten children (with at least one full ECE required for every program). Therefore, it should not be assumed that simply because a site appears to have unfilled spaces based on potential maximum capacity, these sites could start meeting an increase in demand immediately.

Finally, it is important to note that although in some cases, there are negative net gains in programs between 2020 and 2030 based on Malatest’s recommendations, this should not be taken as a blanket recommendation to completely shutter child care programs or whole sites. Closure of child care sites would likely result in backlash from families in the community, and closure of sites in already poorly served areas could result in *no* child care sites being available to some families within a reasonable distance. Therefore, where there is potential to close child care programs, municipalities and electoral areas should consider:

1. Whether there is an opportunity to reduce the number of programs within a single site (e.g., if a child care center currently operates the equivalent of two preschool-aged group care programs, could this be reduced to one in order to maintain access within the geographic area while still reducing the number of spaces?),
2. Whether closures would put hardship on the local community or neighbourhood to find alternative child care options, and
3. If there are opportunities to re-purpose program closures to offer other needed programs (e.g., if the preschool-aged group care is over-served, but additional programs are needed for birth to 36 months group care, can that program space be altered to serve a different group rather than shut down altogether?).

With these considerations in mind, Table CVS9 summarizes the changing needs for child care programs in Cowichan Valley South over the next ten years. Malatest anticipates a need for two fewer group care programs in both the 30 months to school age care type and school age care type, as well as one less in-home multi-age care program. There will, however, be increases in demand for all other care programs with the exception of family care. In particular, Malatest anticipates a large increase in need for birth to 36 months group care to accommodate the higher target coverage rates for infants and toddlers, as well as a need for three additional multi-age care programs.

**Table CVS9: Change in Need for Child Care Programs, Cowichan Valley South, 2020-2030**

	Group Care, Birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, School Age	Multi-Age Care	Family Care	In-Home Multi-Age Care
2020 Spaces Reported	28	154	108	160	32	21	8
2020 Programs	3	10	6	9	4	3	2
2030 Target Spaces*	101	193	130	185	51	21	8
2030 Programs Needed*	9	8	7	7	7	3	1
2030 Net Program Gain	6	-2	1	-2	3	0	-1

Source: Union of BC Municipalities Community Child Care Planning Inventory (2020 spaces and programs only)

\*Consultant estimates

### PROGRAM SPACE NEEDS

Each child care program is required to meet certain minimum space requirements, to ensure adequate area for care, activities, and enrichment for children served by the program. Based on the number of additional child care programs identified as needed in each sub-region of the CVRD, Malatest has calculated the amount of additional space – interior and exterior – needed to accommodate these additional programs. Below is a list of assumptions and limitations should be kept in mind when reviewing the estimates of additional space needed.

- Calculation of additional space needed for each program type was calculated based on provincial minimum requirements. These recommendations should be considered the *minimum* needed to legally open and operate the recommended child care programs.

- Malatest has assumed that all programs will be operating at maximum capacity, therefore calculation of site size was based on per-child space requirements at the maximum number of children allowable in a single program.
- There are different maximum program enrollments by age within the school-aged group care program; these programs may serve up to 25 children in the K-Grade 2 age group, and up to 30 children older than that. Malatest’s calculations for space requirements for these programs are based on a “middle ground” assumption of enrollment at 28 children per program.
- Exterior space requirements for preschool and school-aged group care programs, as well as home-based care programs, specify that an exterior activity area must exist, but do not give space requirements. Malatest has maintained the general requirement of 7 m<sup>2</sup> per child that exists for other group care programs, to create estimates, however it should be noted that municipalities and electoral areas may have flexibility for these program types in terms of the exact size of outdoor activity areas.
- Provincial interior space minimums do not account for non-activity areas that may be required, such as hallways, janitorial closets, washrooms, and kitchens. Malatest has added a 25% allowance to interior space calculations to accommodate for these other spaces, based on recommendations from the City of Richmond’s Child Care Design Guidelines.
- There are provincial allowances for some co-located programs to share required non-activity areas such as kitchen facilities and janitorial closets. This is an opportunity to reduce the total amount of space needed to meet new program requirements and maximize efficient use of available sites. However, given insufficient information available to Malatest regarding the total size of potential child care sites and thus the ability to co-locate programs at single sites, Malatest has not assumed that programs will be co-located and so the space recommendations here may be slightly higher than actual needs.
- Exterior space requirements account for activity areas accessible to children only. These exterior space requirements do not account for other space that may be required under applicable bylaws such as set-backs, parking spaces, or pick-up and drop-off areas.

With these considerations in mind, Table CVS10 summarizes program space needs by program type. Space needs are given for each program (columns three and four), and overall space needs to accommodate all needed programs of that type (columns five and six).

**Table CVS10: Interior and Exterior Space Needs to Serve Recommended Program Creation, 2030**

Care Type	New Sites Needed by 2030	Interior Floor Space per Program	Exterior Activity Space per Program	Total Interior Space Needed, All Programs	Total Exterior Space Needed, All Programs
Group care, birth to 36 months	6	55.5	84.0	333.0	504.0
Group care, 30 months to school age	-2	115.6	175.0	-231.3	-350.0
Licensed Preschool	1	92.5	140.0	92.5	140.0
Group care, school age	-2	103.1	192.5	-206.3	-385.0
Multi-Age Care	3	37.0	56.0	111.0	168.0
Family Child Care	0	32.4	49.0	0.0	0.0
In-Home Multi-Age Care	-1	37.0	56.0	-37.0	-56.0

Reference: *Community Care and Assisted Living Act*. Child Care Licensing Regulation. Retrieved from [http://www.bclaws.ca/civix/document/id/loo70/loo70/12\\_319\\_89](http://www.bclaws.ca/civix/document/id/loo70/loo70/12_319_89)

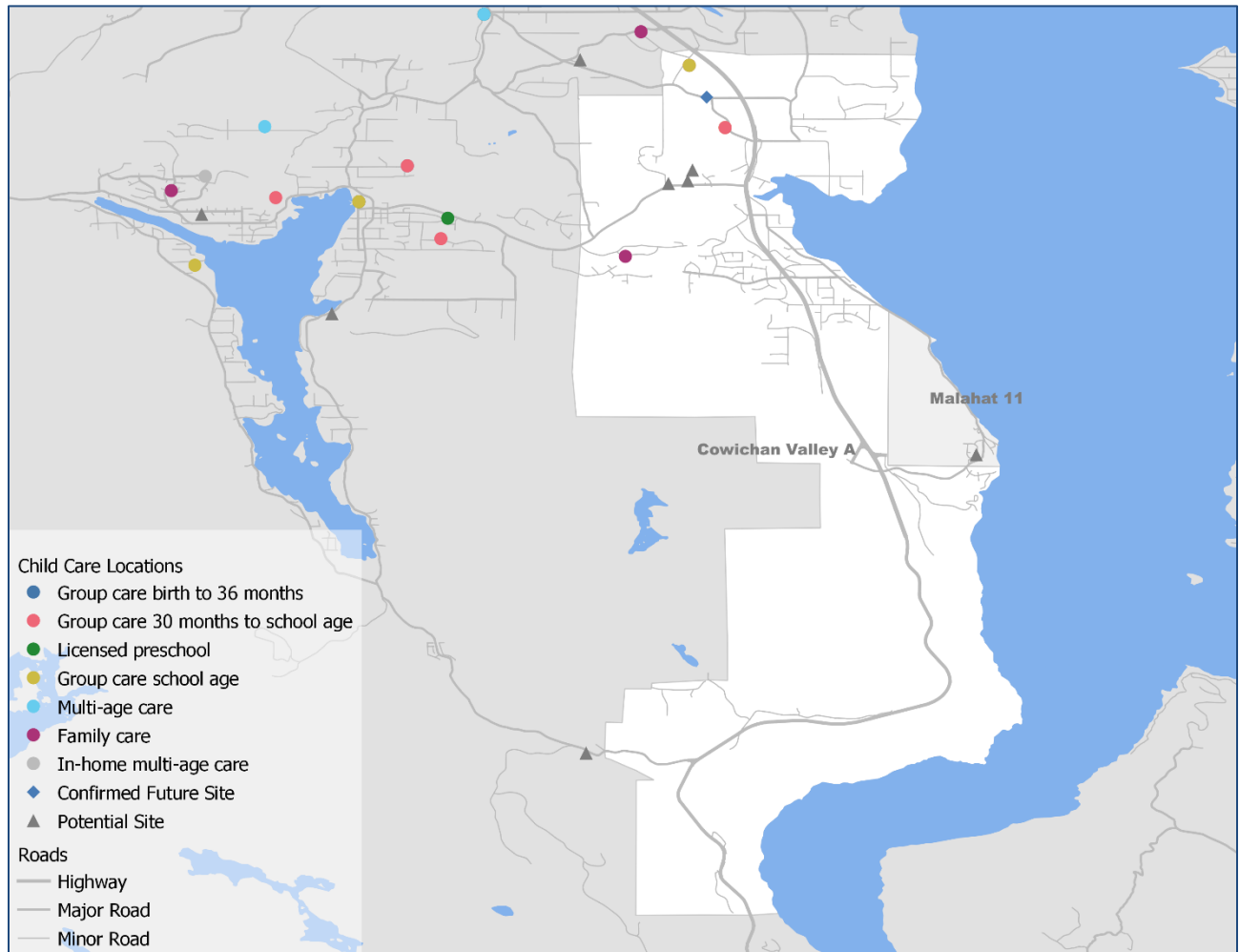
### POTENTIAL CHILD CARE SITES

Malatest has identified a number of potential sites for housing new child care programs throughout Cowichan Valley South. The following three maps illustrate the location of existing child care locations (represented by circles), and locations of potential future child care sites (represented by triangles) in each of Electoral Area A, Electoral Area B, and Electoral Area C.

It is important to note that Malatest did not assess potential future child care sites for their suitability for different types of child care programs. A number of issues that could not be addressed in the data that Malatest had available should be examined prior to making any final decisions about the suitability of potential sites, including:

- Interior and exterior floor space available, and whether there is sufficient space to meet minimum requirements for the intended care program(s);
- Building remediation and upgrading needs, whether it will be cost-efficient to make the building suitable for child care programs if such improvements are needed;
- Ability of municipalities and partner organizations to negotiate sale or leasing agreements with current property owners; and
- Accessibility of potential sites to likely child care users (e.g., whether the site is easily accessible by public transit, whether it would serve an area or neighbourhood that is currently under-served by child care programs, etc.).

**Figure CVS4: Current and Potential Future Child Care Sites, Electoral Area A**



**Figure CVS5: Current and Potential Future Child Care Sites, Electoral Area B**

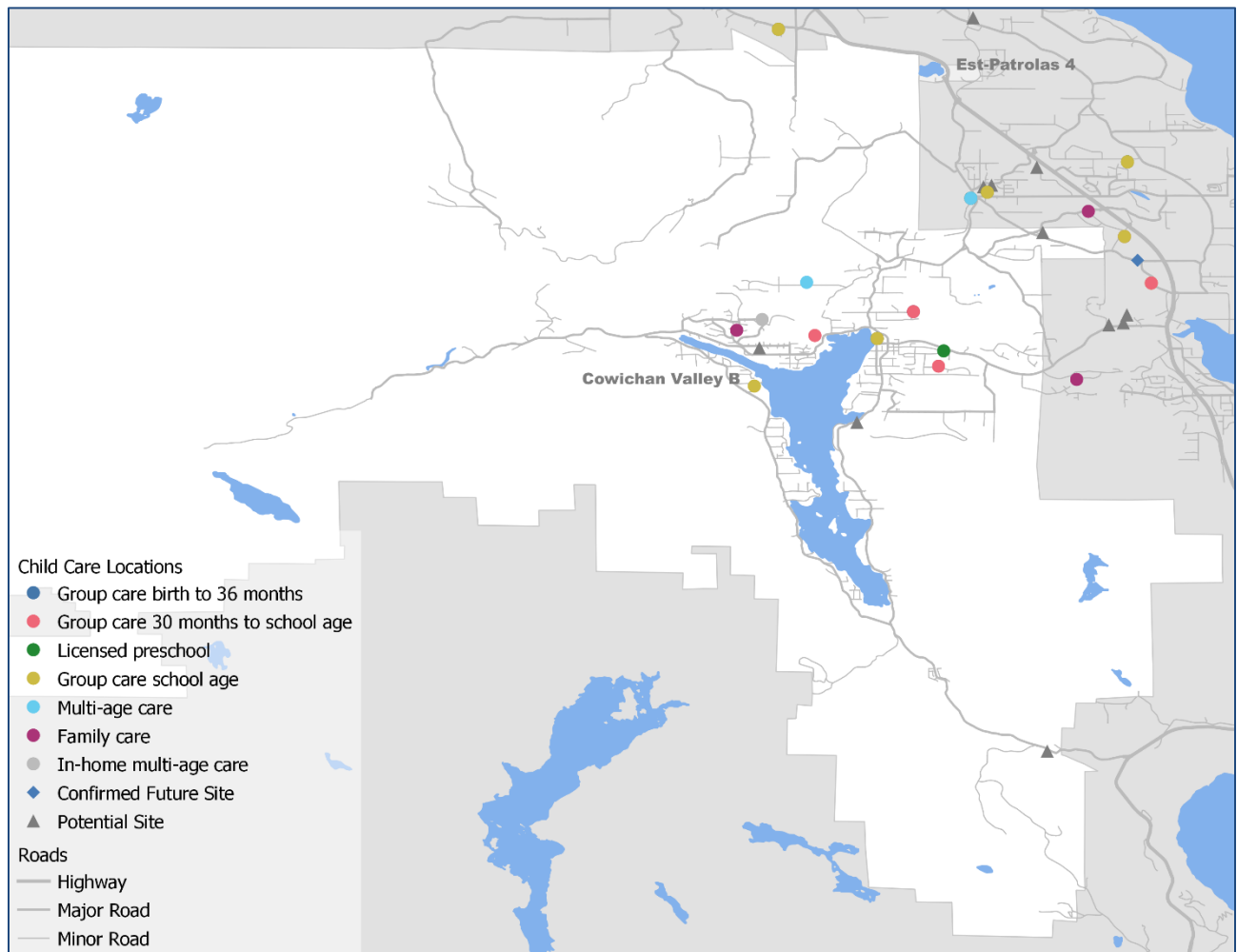
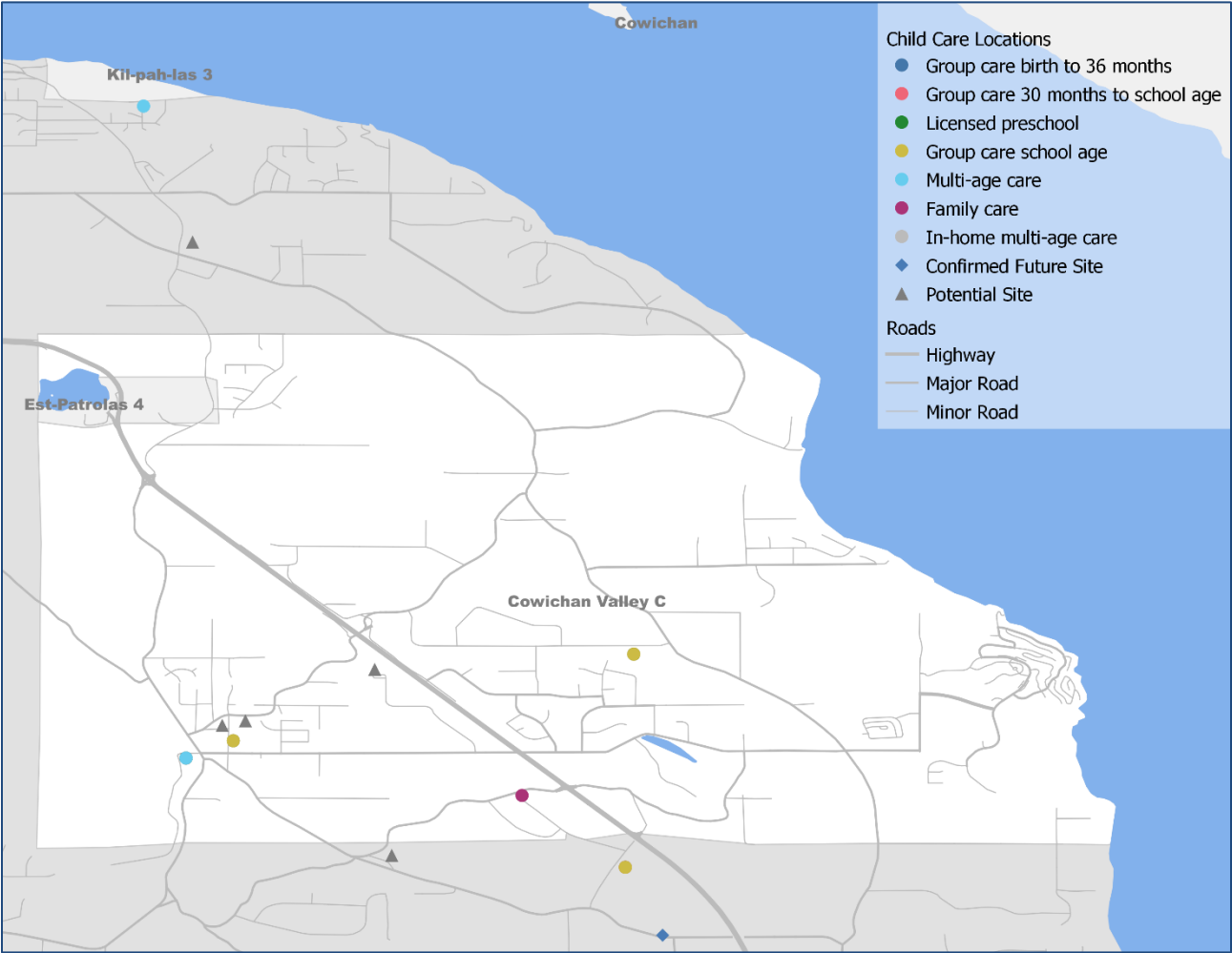




Figure CVS6: Current and Potential Future Child Care Sites, Electoral Area C



## STAFFING NEEDS FOR FUTURE CHILD CARE PROGRAMS

Finally, as noted previously, the ability to offer child care spaces is limited not only by physical space at a site, but also by the number of staff available to supervise and care for children. Minimum staffing requirements are established by the provincial government and are applicable to all licensed child care programs, although requirements vary by program type.

Malatest has calculated the number of staff that will be needed to serve the new programs and number of new spaces recommended to be created in the Cowichan region by 2030. When calculating these requirements, the following assumptions were made:

- All programs recommended for creation will be fully subscribed;
- All programs will be staffed at the minimum qualification level required by the provincial government (e.g., if a program requires one ECE and one ECE assistant, Malatest assumed that the second staff member is qualified at the ECE assistant level and the program does not employ two full ECEs); and
- All staff work full-time (i.e., these are full-time equivalency, or FTE, positions).

It should also be noted that Malatest did not undertake a comprehensive labour market analysis of child care workers in the Cowichan region. Typically, forecasting for future labour market need would encompass surveying employers regarding not only their current number of employees and qualification levels, but also the ages and expected retirements of these employees, employee turnover rate, and other metrics that can be used to create a comprehensive forecast of labour market trends over the medium- to long-term. Although Malatest has calculated the anticipated number of new FTE positions that will be created by creating additional child care spaces and, thus, new child care programs, this forecast does not account for potential complicating factors in workforce needs such as coming retirements, “burnout rate” where workers – particularly those in caregiving work – leave the profession entirely, in- and out-migration of qualified workers in the region, and other factors that can impact labour markets beyond simply graduation rates from eligible programs and positions available in the region.

With these considerations in mind, Table CVS11 summarizes the total needed child care workers, by qualification level, by 2030. Included in the table are both total labour pool needs in Cowichan Valley South, and the anticipated number of new FTE positions that will be created by the recommended increase in spaces by 2030.

Cowichan Valley South will require large increases in child care workers at higher levels of qualifications: six additional FTEs will be needed with ECE Infant-Toddler qualifications; seven additional FTEs will be needed with ECE qualifications; and one additional FTE will be needed with ECE Assistant qualifications. It is anticipated that there will be a decrease in need for workers with Responsible Adult certifications (six fewer FTE positions needed by 2030); this may present an opportunity to encourage those with their Responsible Adult certificate to seek upgrading for ECE Assistant and full ECE qualifications.

Table CVS11: Child Care Worker Needs by Qualification Level, Cowichan Valley South, 2030

	Group Care, birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, school age	Multi-Age Care	Family Child Care	In-Home Multi-Age Care	Total Staffing Requirements
<b>Total 2030 Programs Needed</b>	<b>9</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>3</b>	<b>1</b>	<b>-</b>
<b>Gain in Programs by 2030</b>	<b>6</b>	<b>-2</b>	<b>1</b>	<b>-2</b>	<b>3</b>	<b>0</b>	<b>-1</b>	<b>-</b>
<b>Total ECE Infant-Toddler Needed</b>	9	0	0	0	0	0	0	<b>9</b>
<b>Gain in ECE Infant-Toddler Needed</b>	6	0	0	0	0	0	0	<b>6</b>
<b>Total ECE Needed</b>	9	8	7	0	7	0	1	<b>32</b>
<b>Gain in ECE Needed</b>	6	-2	1	0	3	0	-1	<b>7</b>
<b>Total ECE Assistant Needed</b>	9	24	7	0	0	0	0	<b>40</b>
<b>Gain in ECE Assistant Needed</b>	6	-6	1	0	0	0	0	<b>1</b>
<b>Total Responsible Adult Needed</b>	0	0	0	21	0	3	0	<b>24</b>
<b>Gain in Responsible Adult Needed</b>	0	0	0	-6	0	0	0	<b>-6</b>

## MUNICIPAL BYLAWS, RESOURCES, AND PLANS

While a number of areas for potential improvement and expansion of child care in Cowichan Valley South have been identified in this report, these suggestions should be considered within the context of broader municipal or regional needs, priorities, and plans. There are a number of areas under municipal jurisdiction, such as zoning and business licensing, that can be leveraged to support strong child care growth initiatives.

Table CVS12 below summarizes the types of municipal approaches that can have an impact on child care availability, affordability, and accessibility in a region. The three right-most columns indicate whether each of the communities within Cowichan Valley South have undertaken such an approach to date.

Approach	Impacts on Child Care Access	Area A	Area B	Area C
<i>Strategies, Plans, and Policies</i>				
Child Care Strategy or Policy	<ul style="list-style-type: none"> <li>Acknowledges child care as fundamental to supporting healthy children and communities</li> <li>Provides guiding principles for municipal governments when working individually, with other levels of government, and/or with businesses and non-profit organizations; guiding principles help ensure that various initiatives and efforts are complementary and support one another</li> </ul>			
Child care addressed in Official Community Plan	<ul style="list-style-type: none"> <li>Ensures that child care facilities and businesses are incorporated into long-term community development goals, land use planning, and business licensing practices</li> </ul>	✓	✓	✓
Child care addressed in Social Plan	<ul style="list-style-type: none"> <li>Acknowledges links among social inequities and access to child care (e.g., poverty, gendered differences in labour force participation)</li> <li>Provides guiding principles on creation and implementation of child care policies that address, or do not exacerbate, existing social inequities</li> </ul>			
Child care considered a community amenity	<ul style="list-style-type: none"> <li>Creates incentives for local government to approve appropriate zoning and business licensing for child care throughout region / city</li> <li>If voluntary amenity contributions are available to developers, child care as an amenity incentivizes and leverages private capital to serve the community's child care needs</li> </ul>			
Other child care strategies, plans, and policies				

Approach	Impacts on Child Care Access	Area A	Area B	Area C
<i>Municipal Resources</i>				
Municipal building space available for child care (any cost structure)	<ul style="list-style-type: none"> <li>Deliberate set-asides for child care space can reduce market competition for operators and ensure availability of space</li> </ul>			
Municipal grants for child care operating costs	<ul style="list-style-type: none"> <li>Can provide funding to sustain specific child care operations, ensuring that specific communities maintain a minimum level of access</li> <li>Grants at a municipal level allow for funding to be targeted to better meet specific community needs (more targeted than provincial operating grants)</li> </ul>			
Municipal grants for child care capital projects	<ul style="list-style-type: none"> <li>Can encourage creation or expansion of child care facilities in specific communities / neighbourhoods to meet community needs</li> <li>Can help operators leverage private equity / investment that otherwise would not be sufficient to accomplish capital project</li> <li>Creates physical space to support creation of needed child care spots</li> </ul>			
Child care design guidelines available to child care operators	<ul style="list-style-type: none"> <li>Clarifies requirements on child care facilities for operators, reducing confusion and facilitating capital projects</li> <li>Can promote best practices or community goals through design guidelines and recommendations</li> </ul>			
Child care information documents for residents	<ul style="list-style-type: none"> <li>Facilitates access to child care for local residents, by making them aware of available licensed child care options</li> </ul>			
Municipal child care program	<ul style="list-style-type: none"> <li>Ensures a minimum number of child care spaces are available locally</li> </ul>			
Municipal staff resource dedicated to child care	<ul style="list-style-type: none"> <li>Can promote and enforce municipal requirements for child care businesses (thereby ensuring quality of care), advise on provincial requirements</li> <li>Can promote information about available child care programs in municipality to families</li> </ul>			
Other child care documents				
Other				

Approach	Impacts on Child Care Access	Area A	Area B	Area C
<i>Child Care Facilities Permitted In:</i>				
Single Family Residential Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>	✓	✓	✓
Duplex (semi-detached) Residential Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>	✓	✓	✓
Row House / Townhouse Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>	✓	✓	✓
Apartment Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>			
Mixed Use Zones	<ul style="list-style-type: none"> <li>Allows for a variety of child care providers to operate (home-based, group care)</li> </ul>			
Commercial Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>			
Public Use / Assembly Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>			
Industrial Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>			
Agricultural Zones	<ul style="list-style-type: none"> <li>Allows for a variety of child care providers to operate (home-based, group care)</li> </ul>	✓	✓	✓

Approach	Impacts on Child Care Access	Area A	Area B	Area C
<i>Additional Zoning or Licensing Requirements for Child Care</i>				
Additional parking required for home-based care	<ul style="list-style-type: none"> <li>Potential to limit ability of child care operators to offer home-based child care</li> </ul>			
Municipal Business License required for child care use	<ul style="list-style-type: none"> <li>Additional fees and submission requirements can create barriers to opening a child care business, or operating a child care business legally</li> </ul>			
Non-resident child care staff are permitted	<ul style="list-style-type: none"> <li>Allows home-based child care operations to accommodate more children, if space on property allows</li> </ul>			
Additional outdoor play space requirements / recommendations above provincial standards	<ul style="list-style-type: none"> <li>More thorough requirements may limit the number of spaces in a municipality that may house child care facilities, potentially reducing the overall number of operators and/or increasing operational costs through increased rent and competition for space</li> </ul>			
Additional building requirements beyond the BC Building Code	<ul style="list-style-type: none"> <li>More thorough requirements may limit the number of buildings in a municipality that may house facilities, potentially reducing the overall number of operators and/or increasing operational costs through increased rent and competition for qualifying buildings.</li> </ul>			

## RECOMMENDATIONS

Below are a series of recommendations for a child care strategy in Cowichan Valley South. These recommendations incorporate findings from all three major lines of inquiry: population projections and target setting for future child care spaces and programs; stakeholder consultation regarding the availability, accessibility, and quality of child care in the region; and secondary data review of existing municipal policies, resources, and bylaws among communities in the Cowichan region.

While this report is intended for the use of Cowichan Valley South and its constituent electoral areas, there are a number of priority areas for change that are outside the jurisdiction of local governments. Therefore, recommendations listed here include comments on responsible and/or contributing levels of government.

Finally, it should be noted that the specific actions for local and provincial governments are not meant to be definitive recommendations; they are suggestions for actions that would support the overarching recommendation. Each community and government must consider their local context, mandate, and other factors when deciding which actions to pursue.

### INCREASING COVERAGE RATES

#### Increase the number of child care spaces as per the recommended space creation targets.

This report has provided a detailed breakdown of recommended space creation targets, by age group and by care type (see Tables CVN6 and CVN7). Malatest recommends making efforts to meet these targets within the time frame specified, with regular review and assessment of capacity to ensure these targets remain relevant.

#### Local Government Actions

- Review and revise existing bylaws and regulations that may be limiting the ability of child care operators to offer child care (e.g., space requirements per child that are above provincial requirements), to enable existing operators to offer more child care spaces
- Incorporate targets for the creation of child care spaces and programs into community planning and strategy documents, to promote a coherent and complementary approach to child care across all departments of municipal government
- Consider creating grants to fund child care operations and/or capital investment projects, to support the creation of new programs and spaces
- Explore opportunities to acquire sites, either through purchase or lease agreements, to be made available to child care operators to support target spaces and programs

#### Provincial Government Actions

- Make available grant funds for capital projects to support child care space and program creation targets
- As the rollout of the Universal Child Care program continues, anticipate providing funding to child care centers aligned with space and program creation targets



## Emphasize increasing infant/toddler spaces.

Space creation targets place a strong emphasis on infant/toddler spaces; this reflects both the comparatively low current coverage rate for this age group, as well as demand voiced by stakeholders who participated in this research. Malatest recommends that efforts to expand child care coverage in the region should ensure that creation of infant/toddler spaces are prioritized.

### Local Government Actions

- Should target space creation targets be revised, municipal governments should consider the resulting coverage rates and aim for, at a minimum, a 33% coverage rate for children aged 0-2 years old
- Incorporate language in official community plans and social plans that acknowledges the importance of infant/toddler child care in allowing mothers to re-enter the workforce, thus reducing “brain drain” in local sectors as well as promoting gender equity

### Provincial Government Actions

- As the rollout of the Universal Child Care program continues, set aside a certain proportion of funding to be dedicated to infant/toddler spaces in the region

## CREATING NEW CHILD CARE SITES

### Support creation of new child care programs and sites.

The space creation targets recommended by Malatest will necessitate the creation of new child care programs and, likely, opening of new child care centers and facilities in the region. This will require considerable capital investment that could be aided by support from both municipal and provincial governments.

### Local Government Actions

- Consider making current available municipal space (e.g., unused space in municipal buildings) available for the exclusive use of child care programs
- Consider incorporating purpose-built space for child care programs into new municipal buildings that may be built over the coming decade
- Consider leasing / renting available municipal space to child care programs for no, nominal, or below-market rates
- Examine opportunities to acquire sites (e.g., closed elementary schools) for the operation of child care programs
- Consider making municipal grants available for capital investment projects, to leverage private dollars to expand existing child care sites

### Provincial Government Actions

- Make grants available for capital investment projects, either to renovate and build new sites or to expand existing sites
- Consider working with regional and municipal governments to promote acquisition of sites for child care use

## ACCESSIBILITY

### Consider public accessibility of potential new child care sites.

Accessibility and location of child care sites was noted by a number of stakeholders in this research; many noted that there are a number of child care facilities that are not accessible by public transit. This results in the child care programs under-serving the community, particularly lower income families who may not have access to a personal vehicle. Accessibility and location of child care sites should be considered when examining potential child care sites.

#### Local Government Actions

- Incorporate language into official community plans and/or social plans emphasizing the need for child care sites to serve the entire community, and therefore be accessible by public transit
- When assessing potential future sites for child care programs, consider accessibility by public transit and prioritize locations that are more accessible
- If offering capital investment grants to existing child care operators to expand sites, consider weighting application criteria to favour sites that are more accessible by public transit

#### Provincial Government Actions

- If offering capital investment grants to existing child care operators to expand sites, consider weighting application criteria to favour sites that are more accessible by public transit
- Incorporate consideration of accessibility by public transit into any potential land transfers with municipal or regional governments, prioritizing sites with public transit access for child care use

### Consider need for, and incentivize, child care with extended and non-traditional hours.

Shift work poses a unique challenge to finding child care options. Very few child care sites in the Cowichan region offer extended hours such as early morning, late evening, or overnight care. Yet, for families where one or both parents are employed in shift work, there is a need to find child care options that can provide reliable care during these hours.

#### Local Government Actions

- If municipal operating grants are offered, consider weighting application criteria to favour programs that offer non-traditional hours
- If municipal space is being used for child care programs, consider options to allow access to facilities during these extended hours
- Explore options with provincial government to locate child care programs in major hospitals in the region, to provide child care for those who work shifts in the hospital

#### Provincial Government Actions

- If provincial operating grants are offered, consider weighting application criteria to favour programs that offer non-traditional hours
- Explore options with local governments to locate child care programs in major hospitals in the region, to provide child care for those who work shifts in the hospital

## AFFORDABILITY

### Attend to affordability as a key aspect of the expansion of child care in the Cowichan region.

Affordability of child care was noted as a major barrier to child care, and to child care of choice, among parents and caregivers in this research. Further, child care space targets set out in this report have assumed a considerable increase in demand due to an increase in affordability. As such, affordability of child care for families in the region should be a major priority for municipal, regional, and provincial governments.

#### Local Government Actions

- Incorporate language into official community plans and/or social plans, acknowledging the importance of child care being affordable to local residents to ensure equal opportunity and accessibility for all children
- Examine opportunities to financially support child care operators through granting funds (e.g., for training and upgrading, for operating costs, for capital investment projects)
- Examine opportunities to reduce child care operators' overhead through making municipal space available to them for no, nominal, or below-market rent

#### Provincial Government Actions

- Continue the rollout of the Universal Child Care program, which provides child care to families at a low, flat cost per day (currently \$10 per day)
- Examine opportunities to financially support child care operators through granting funds (e.g., for training and upgrading, for operating costs, for capital investment projects)

## SUPPORTING CHILD CARE WORKERS AND PROVIDERS

### Promote child care as a career to youth in the Cowichan region.

The space creation targets recommended by Malatest will require the creation of many full-time equivalency child care positions throughout the Cowichan region. As a result, there will be a large need in the region for qualified child care workers, particularly those with higher levels of qualifications (e.g., ECE, ECE with infant-toddler and/or special needs training).

#### Local Government Actions

- Promote child care work as a career through community programs and space (e.g., an ad campaign in recreation centers and local schools)

#### Provincial Government Actions

- Promote child care work, particularly the ECE qualification, through existing career promotion programs (e.g., the *Find Your Fit* tour has an ECE station, this tour could be brought to Cowichan region secondary schools)
- Consider expanding ECE programs at post-secondary institutions on Vancouver Island to ensure sufficient graduates to meet demand over the coming ten years

## **Promote the ECE qualification, and ECE with special training, to current and potential child care workers.**

During this research, Malatest heard from recent graduates of ECE programs that the ECE qualification itself was perceived to be financially burdensome, when considering the investment required and the anticipated pay of an ECE-qualified position. Many noted that it made more financial sense to seek a lower level of qualification, such as an ECE Assistant, because the difference in pay between the roles was not much different. In addition, many child care program operators noted that they faced significant challenges finding qualified staff, particularly ECEs and ECEs with infant-toddler and special needs training.

### **Local Government Actions**

- Consider creating a municipal grant to support upgrading to ECE and ECE with special training skills, for existing child care operators

### **Provincial Government Actions**

- Consider opportunities to reduce the financial burden of ECE qualifications (e.g., bursaries standard to all students in ECE programs, other) to make the qualification more attractive to potential students
- Promote upgrading of lower-level child care qualifications (e.g., Responsible Adult, ECE Assistant) to full ECE accreditation through targeted ad campaigns in child care programs at post-secondary institutions in B.C.
- Promote a higher wage for fully qualified ECEs, either as part of or in addition to the ongoing Universal Child Care program; may be accomplished through wage subsidies or other means to create a higher “floor” wage for ECEs

## **Support ECEs in maintaining their credentials through affordable professional development opportunities.**

Child care workers qualified as ECEs must participate in regular professional development in order to maintain their credential over time; this training is typically paid for by the individual, creating another barrier or disincentive for child care workers to pursue and/or maintain their full ECE qualification. Supporting ongoing professional development for ECEs can help to reduce this burden and better meet the need for qualified child care workers in the Cowichan region.

### **Local Government Actions**

- Consider creating a municipal child care resource position, which would (among other responsibilities) undertake polling of child care programs and help to organize local, affordable professional development opportunities for child care workers
- Consider creating a municipal grant to support ongoing ECE professional development training, for existing child care operators

### **Provincial Government Actions**

- Consider incentivizing regular professional development for ECEs through dedicated provincial grants available to all licensed child care operators in the Cowichan region

## IMPROVING QUALITY OF CHILD CARE

### Promote cultural diversity in child care centers.

The diversity of child care centers in the Cowichan region was rated poorly by both the general public and parents and caregivers of children, in this research. Diverse child care centers that reflect the communities in which they are located provide children with higher quality, more enriching care that promotes inclusive communities. As such, promoting cultural diversity should be a priority under the general initiative of improving quality of child care.

#### Local Government Actions

- Consider creating a municipal child care resource position, which would (among other responsibilities) regularly collect information on diversity within child care centers and promote best practices in diversity to child care centers
- Ensure affordable child care is available in all communities and neighbourhoods (see recommendations regarding placement of sites and space targets), to enable families to send their children to programs that are nearby and that are reflective of the diversity of their communities

#### Provincial Government Actions

- As the Universal Child Care program continues to roll out, consider incentives for children attending child care centers local to their homes, to ensure that child care centers reflect their communities

### Promote inclusion of children with extra support needs in child care programs.

Families of children with extra support needs can struggle to find spaces for their children in licensed child care programs, due to the additional resourcing and staffing required to accommodate these children. In particular, the need for specialized training for ECEs to provide care for children with additional support needs has resulted in limited qualified staff available at these child care programs, and high demand for care among the sites that are able to accommodate children with extra support needs.

#### Local Government Actions

- Consider creating a municipal grant fund to promote training and upgrading for child care workers, including obtaining training for ECEs to obtain their Special Needs qualification

#### Provincial Government Actions

- Consider creating a provincial grant fund to promote training and upgrading for child care workers, including obtaining training for ECEs to obtain their Special Needs qualification
- Promote the ECE-SN training designation among students and alumni of child care programs at Vancouver Island universities, through ad campaigns and other promotional materials

## Promote best practices in child care through monitoring and accountability measures.

While most parents and caregivers in the survey for this research rated their own child care arrangements highly, overall perception of child care quality in the Cowichan region was middling. Promotion of standards and best practices in licensed child care can provide guidance to providers (particularly during periods of rapid expansion) and build public confidence in the quality of child care offered locally.

### Local Government Actions

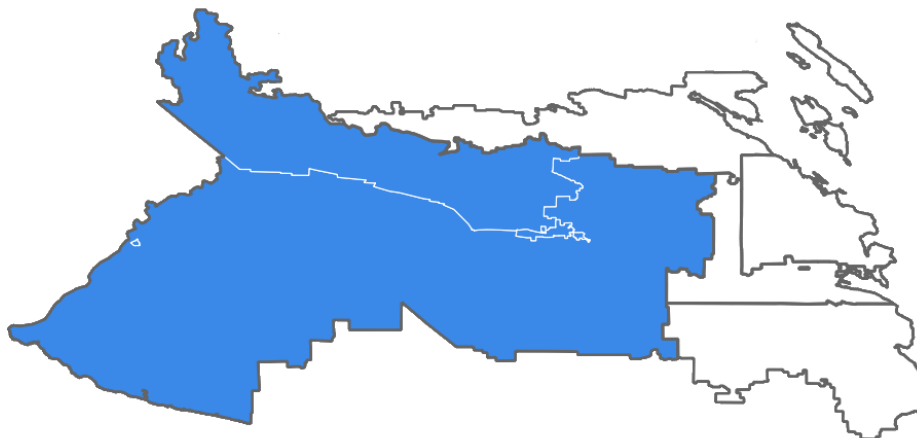
- Consider creating a municipal child care resource position, which would (among other responsibilities) collect key performance indicators from local child care centers to monitor quality, and promote best practices through promotional materials and other initiatives

### Provincial Government Actions

- Create a set of key performance indicators for regular monitoring and measurement of child care quality
- Liaise with municipal child care resources to promote best practices endorsed by the provincial government, identify regional needs and provide support



# COWICHAN VALLEY WEST








This report summarizes the current and anticipated future child care needs in Cowichan Valley West. Cowichan Valley West is a sub-region of the Cowichan Valley Regional District (CVRD), and is comprised of: the Town of Lake Cowichan, CVRD Electoral Area F (Cowichan Lake South / Skutz Falls) and Electoral Area I (Youbou / Meade Creek).

## COWICHAN VALLEY WEST CONTEXT

In this section, population-level factors that impact child care needs are described. This includes summaries of population size, family demographics, income, cultural diversity, and childhood vulnerability.


### DEMOGRAPHY

The tables below summarize key trends in Cowichan Valley West related to household composition, income, and cultural diversity.

Total Population		Households	Number of Households	Number of Households with Children
	Lake Cowichan <b>3,226</b>	 The proportion of households with children in Cowichan Valley West (29%) are lower than those seen in the overall CVRD (34%). West Cowichan is also lower than the provincial (39%) and national (41%) proportions of households with children.	Lake Cowichan <b>1,475</b>	Lake Cowichan <b>470</b>
	Area F <b>1,629</b>		Area F <b>720</b>	Area F <b>210</b>
	Area I <b>1,206</b>		Area I <b>590</b>	Area I <b>135</b>
	Total <b>6,061</b>		Total <b>2,785</b>	Total <b>815</b>





	Income				
	Median Total Household Income	Median Total Income Of Couple Economic Families With Children <sup>30</sup>	Lone-Parent Economic Families' Median Income	Prevalence of Low Income (LIM-AT) <sup>31*</sup>	Prevalence of Low Income (LICO-AT)*
Town of Lake Cowichan	\$53,440	\$88,917	\$41,216	660 (20%)	325 (10%)
CVRD Area F	\$60,544	\$107,349	\$45,696	295 (18%)	60 (4%)
CVRD Area I	\$52,992	\$90,368	\$39,552	290 (24%)	135 (11%)
<b>Total</b>	<b>\$55,175<sup>†</sup></b>	<b>\$94,423<sup>†</sup></b>	<b>\$41,680<sup>†</sup></b>	<b>1,245 (21%)</b>	<b>520 (9%)</b>

A weighted average of median incomes in the Town of Lake Cowichan, CVRD Area F, and CVRD Area I was \$55,175. Median incomes in the Town of Lake Cowichan and CVRD Area I were similar but CVRD Area F was about \$7,000 higher. Annual incomes in all communities were lower than the median income across all of B.C. (\$69,995) and Canada (\$70,336).

Rates of individuals falling within the low-income cut-off, after tax (LICO-AT) category (meaning that they are expected to spend 20 percentage points more of their income on food, shelter, and clothing compared to the average family) ranged from 4% to 11% across all communities in West Cowichan. These rates range are comparable to the LICO-AT rate for the overall CVRD (7%), the national rate (9%), and the provincial rate (11%).

The low-income measure, after tax (LIM-AT) indicates whether a household takes in an income of 50% or less of the median income in their area (i.e., make about one-half of what the average household, of similar composition, in their area does). In the Town of Lake Cowichan and Electoral Area F, roughly one in five individuals (20% and 18%, respectively) qualify as low-income under the LIM-AT measure. CVRD Area I had a lower prevalence of LIM-AT at 24%.


Statistics Canada, 2016 Census of Population

<sup>†</sup> These numbers were calculated as weighted averages of the medians of the three regions. These numbers are expected to provide a good estimate of central tendency, but may not reflect the true median of the full region.

\*It is important to note that these low-income measures capture the number and proportion of *individuals*, not *households*, falling within these low-income categories.

<sup>30</sup> "Economic family" refers to two or more persons living in the same home, related to each other by blood, marriage, common-law union, adoption, or a foster relationship. Cohabiting, unrelated adults (e.g., roommates) do not constitute an economic family, nor do single-person households.

<sup>31</sup> The Low Income Measure After Tax (LIM-AT) indicates whether a household receives 50% or less of the median household income in their region, adjusting for household size to accommodate that larger households have greater income needs.

	Cultural Diversity			
	Self-Identified Aboriginal <sup>32</sup>	Self-Identified First Nations <sup>33</sup>	Self-Identified Métis <sup>34</sup>	Self-Identified Immigrant
Town of Lake Cowichan	310 (10%)	170 (5%)	130 (4%)	215 (7%)
CVRD Electoral Area F	55 (3%)	10 (1%)	35 (2%)	125 (8%)
CVRD Electoral Area I	75 (6%)	50 (4%)	25 (2%)	70 (6%)
<b>Total</b>	<b>440 (7%)</b>	<b>230 (4%)</b>	<b>190 (3%)</b>	<b>410 (7%)</b>
<p>In the Town of Lake Cowichan, 10% of residents self-identified as Indigenous and 5% identified as First Nations. In CVRD Area I, 6% self-identified as Indigenous and 4% identified as First Nations. In comparison with other regions in West Cowichan, a lower proportion of residents in CVRD Area F self-identified as Indigenous (3%) and First Nations (1%). Similar proportions of residents in all three communities identified as being Métis (2% to 4%), and immigrants (6% to 8%).</p> <p>West Cowichan has an Indigenous population that is proportionally lower than that of the overall CVRD (12%), but higher than BC (6%), and Canada (5%). The proportion of West Cowichan’s population that identify as immigrants is lower than the overall CVRD (13%), BC (28%) and Canada (22%).</p>				
Most Common Mother Tongue				
Town of Lake Cowichan	CVRD Electoral Area F		CVRD Electoral Area I	
English (94%)	English (95%)		English (94%)	
Most Common Language Spoken at Home				
Town of Lake Cowichan	CVRD Electoral Area F		CVRD Electoral Area I	
English (98%)	English (99%)		English (99%)	
<p>While English is the most common first language, and most common language spoken at home, for large majorities of residents in Lake Cowichan, and Electoral Areas F and I, there were no other languages that predominated among non-English-primary speakers. There were a wide variety of languages other than English reported as being first languages and/or the language spoken most often at home. Given that there were such a wide variety of languages, with none predominating as a “second-most-common” language in the region, there are no recommendations for languages of focus for future child care programs.</p>				

Statistics Canada, 2016 Census of Population




<sup>32</sup> Self-identified Aboriginal, according to Statistics Canada's Census counting methodology, includes all individuals who identify as First Nations, Métis, Inuit, or a combination thereof.

<sup>33</sup> Self-identified First Nations in this column represents the count of individuals in the 2016 Census who identified as being solely of First Nations descent (i.e., not having multiple Indigenous heritages such as Métis and First Nations).

<sup>34</sup> Self-identified Métis in this column represents the count of individuals in the 2016 Census who identified as being solely of Métis descent (i.e., not having multiple Indigenous heritages such as Métis and First Nations).

## CHILDHOOD VULNERABILITY

“Vulnerability” in this context refers to a child’s likelihood to experience poor health, education, and/or social outcomes. Childhood vulnerability is captured on a regular basis in B.C. through the Human Early Learning Partnership’s Early Development Instrument (EDI). This instrument measures five core domains of early child development and identifies, based on questionnaire scores, children who are vulnerable in these five areas.

	Vulnerability (EDI)				
	Percentage of Children Vulnerable	Overall BC Vulnerability One Or More Scales (Wave 7)			
Town of Lake Cowichan, Area F, Area I*	14%	33%			
	Domain				
	Physical Health & Well-Being	Social Competence	Emotional Maturity	Language & Cognitive Development	Communication Skills
Town of Lake Cowichan, Area F, Area I*	7%	5%	7%	5%	3%

The percentage of vulnerable children in Cowichan Valley West is lower than the provincial average for vulnerability on one or more scales based on the EDI Wave 7 data. Vulnerability rates were highest on measures of physical health and well-being, and emotional maturing (7% of children were vulnerable on each of these scales). Overall, however, vulnerability rates in Cowichan Valley West were very low compared to nearby regions and the provincial average.

EDI Wave 7 (2017-19), Human Early Learning Partnership

\* Note: EDI data is based on school district boundaries. These boundaries do not directly map to the exact CVRD boundaries used for this report. Therefore, the EDI data presented in the table above are approximations for the areas that comprise Cowichan Valley West, but are anticipated to be broadly representative of trends and needs in the region.

## CURRENT STATE OF CHILD CARE IN COWICHAN VALLEY WEST

This subsection of the report will provide a summary of the current state of child care in Cowichan Valley West, specifically focusing on the potential demand for child care from children aged birth to 12 years and the current supply of licensed child care spaces available.

### COWICHAN VALLEY WEST CHILD CARE DEMAND FACTORS

Determining the need for child care is challenging given demand is influenced by a number of dynamic factors including, but not limited to, population and labour force participation rates over time. Initiatives such as the B.C. government's Universal Child Care Initiative will likely cause a significant increase in the demand for regulated child care as low-cost spaces are rolled out across the province, making licensed child care more affordable and accessible for a larger number of families.

### POPULATION FACTORS

The population of children (aged 12 years and younger) in Cowichan Valley West is projected to decrease very slightly between 2020 and 2030; there is a projected decrease of about 8% over the ten-year period, or approximately a 1% decrease annually. These decreases are occurring mainly in the 3-5 and 6-12 year age groups, while the number of children aged 0-2 is anticipated to remain relatively stable over the next decade. A summary of population statistics for Cowichan Valley West broken down by area and age group can be found in Table CVW1.

**Table CVW1: Cowichan Valley West Population Projections, 2020-2030**

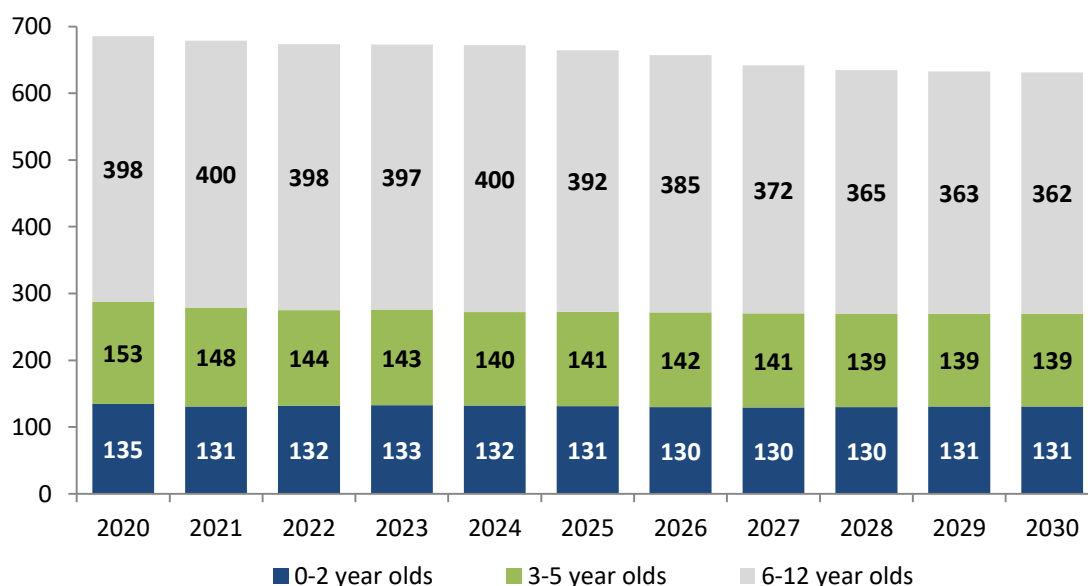
Area	2020	2025	2030	Change 2020-2030	Average Annual Change 2020-2030	Average Annual % Change 2020-2030
<b>Town of Lake Cowichan</b>						
Children 0-2 years	79	77	77	-2	0	0%
Children 3-5 years	90	83	82	-8	-1	-2%
Children 6-12 years	235	231	213	-21	-2	-1%
<b>Total Children (0-12 years)</b>	<b>404</b>	<b>392</b>	<b>372</b>	<b>-32</b>	<b>-3</b>	<b>-1%</b>
<b>CVRD Electoral Area F</b>						
Children 0-2 years	36	35	35	-1	0	0%
Children 3-5 years	41	38	37	-4	0	0%
Children 6-12 years	107	105	97	-10	-1	-1%
<b>Total Children (0-12 years)</b>	<b>184</b>	<b>179</b>	<b>170</b>	<b>-14</b>	<b>-1</b>	<b>-1%</b>

Area	2020	2025	2030	Change 2020-2030	Average Annual Change 2020-2030	Average Annual % Change 2020-2030
<b>CVRD Electoral Area I</b>						
Children 0-2 years	19	19	18	-1	0	0%
Children 3-5 years	22	20	20	-2	0	0%
Children 6-12 years	56	55	51	-5	-1	-2%
<b>Total Children (0-12 years)</b>	<b>97</b>	<b>94</b>	<b>89</b>	<b>-8</b>	<b>-1</b>	<b>-1%</b>
<b>Cowichan Valley West</b>						
Children 0-2 years	135	131	131	-4	0	0%
Children 3-5 years	153	141	139	-14	-1	0%
Children 6-12 years	398	392	362	-36	-4	-1%
<b>Total Children (0-12 years)</b>	<b>685</b>	<b>665</b>	<b>631</b>	<b>-54</b>	<b>-5</b>	<b>-1%</b>

Sources: Statistics Canada, 2016 Census of Population; 2020 PEOPLE Population Projection Data

These changes in child population in Cowichan Valley West, from 2020 to 2030, are illustrated in Figure CVW1 below. As noted above, the overall decrease is relatively small – about 1% - but this represents a decrease of 54 children in the region over the next ten years.

**Figure CVW1: Cowichan Valley West Projected Population Change, 2020-2030**



Sources: Statistics Canada, 2016 Census of Population; 2020 PEOPLE Population Projection Data

## UTILIZATION OF LICENSED CHILD CARE SPACES

Cowichan Valley West is located within the South Vancouver Island service delivery area. The South Vancouver Island service delivery area includes not only all of the CVRD, but also Greater Victoria and other municipalities; this impacts the overall averages for the area. Breakdowns at a more granular level, such as CVRD alone, are not available.

Utilization rates provide a broad measure of the uptake of available child care services in a region. These numbers represent what proportion of *available* child care spaces are *being used*.<sup>35</sup> Utilization rates offer a proxy for the appropriateness of the amount and combination of types of child care spaces available. Efficient use of child care spaces will be reflected in high utilization rates, indicating that there are not “too many” spaces available for the number of families in a region that want to make use of child care. However, at very high utilization rates – in excess of 80% to 85% – finding child care becomes progressively more challenging for families, potentially impacting the ability to find a suitable child care space that is accessible and affordable to them.

Utilization rates for South Vancouver Island, alongside provincial and North Vancouver Island comparators, are shown in Table CVW2. South Vancouver Island’s utilization rate is similar to the provincial and North Vancouver Island comparators. Across all groups, utilization rate was very high for infant-toddler care in 2016-17, while utilization rate was lower for the 3-5 year age group, and lowest for the school-age group.

**Table CVW2: Average Monthly Child Care Space Utilization Rates, April 2016 through March 2017**

Service Delivery Area	Group Care, Infant/Toddler	Group Care, 3 to 5 years	Group Care, School Age	Total Group Care	Family Care	Total Group and Family Care
British Columbia	85%	74%	48%	70%	72%	71%
<b>South Vancouver Island</b>	<b>87%</b>	<b>70%</b>	<b>42%</b>	<b>65%</b>	<b>72%</b>	<b>69%</b>
North Vancouver Island	88%	62%	38%	62%	68%	63%

Source: Ministry of Children and Family Development. *Performance Management Report*. Volume 9 March 2017. Performance Indicator 1.01, Spare Capacity in Licensed Child Care Spaces. Retrieved from [https://www2.gov.bc.ca/assets/gov/family-and-social-supports/services-supports-for-parents-with-young-children/reporting-monitoring/00-public-ministry-reports/volume\\_9\\_mar\\_2017.pdf](https://www2.gov.bc.ca/assets/gov/family-and-social-supports/services-supports-for-parents-with-young-children/reporting-monitoring/00-public-ministry-reports/volume_9_mar_2017.pdf)

**Note:** ‘Group Multi-Age’ spaces have been excluded as it cannot be determined which spaces of a facility’s reported enrolments are utilized, by age.

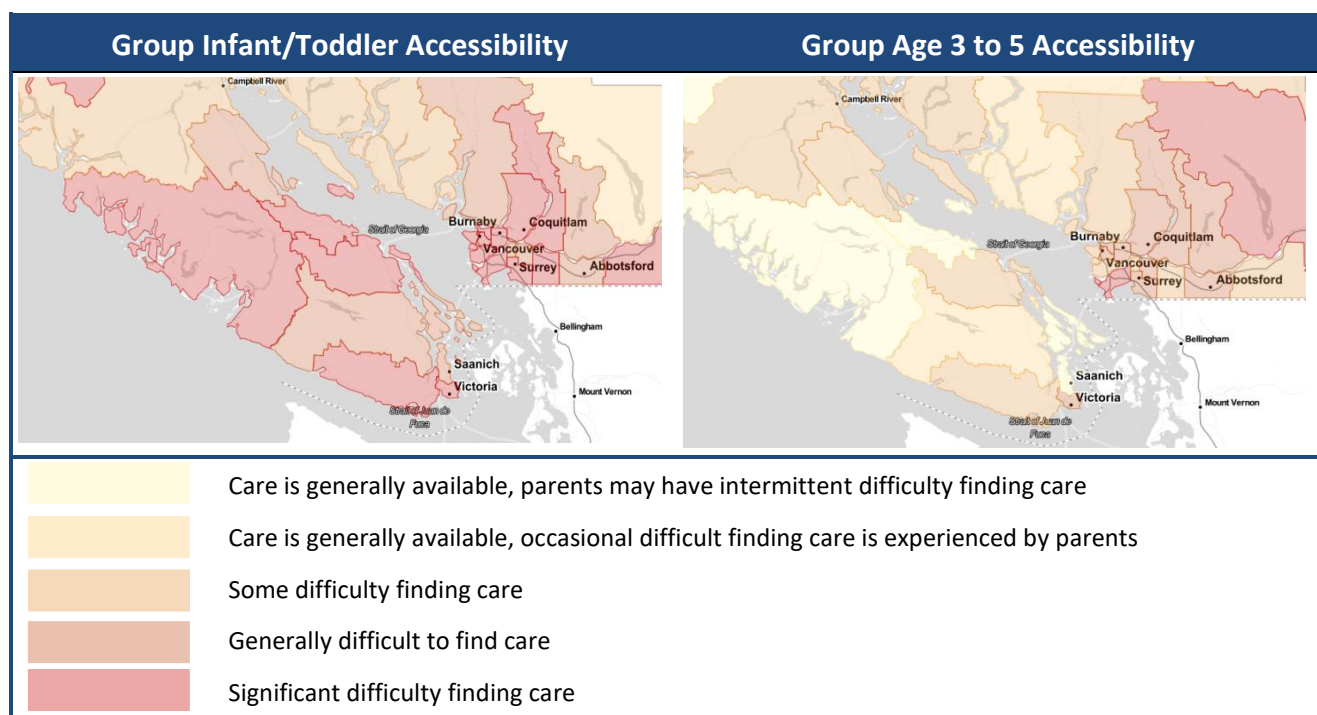
<sup>35</sup> A child care facility’s Utilization Rate is determined by dividing its total enrollments for the month by the number of times a child care space can be used in a month. Two part-time enrolments are assumed to be equivalent to one full-time enrollment; 100% utilization of one child care space is assumed to be 22 full-time equivalent enrollments in a month.

## COWICHAN VALLEY WEST CHILD CARE SUPPLY FACTORS

The accessibility of licensed child care spaces for infant/toddlers and children aged 3-5 years across the Cowichan Region in general is illustrated in Figure CVW2. These maps, based on 2017/18 data, suggest that parents generally have difficulty finding group infant/toddler child care, whereas care for the 3-5 age group is generally available, with occasional difficulty experienced by parents.

This aligns with information on utilization rates available (utilization is about 70% for the 3-5 years group in South Vancouver Island) and coverage rate data based on recent child care inventories, which suggest a 90% coverage rate for children aged 3-5 in the Cowichan Valley West region. Findings from key informant interviews also stressed the pressing need for infant-toddler spaces, with less focus on the 3-5 years age group.

**Figure CVW2: Accessibility of Licensed Child Care Spaces in the Cowichan Region, 2017-18**



Source: Ministry of Children and Family Development. Early Years Performance Indicators: 1.01 Accessibility of Licensed Child Care Spaces. Retrieved from <https://mcf.gov.bc.ca/reporting/services/early-years/performance-indicators>

## AVAILABILITY OF CHILD CARE IN COWICHAN VALLEY WEST

There are currently a total of **54** licensed child care spaces across **6** programs in Cowichan Valley West. Summaries of child care spaces and program type by area are below in Tables CVW3 and CVW4, respectively.

**Table CVW3: Cowichan Valley West Licensed Child Care Spaces, 2020**

Group Care, Birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, School Age	Multi-Age Child Care	Family Child Care	In-Home Multi-Age Child Care	Total Spaces
<b>Town of Lake Cowichan</b>							
8	12	10	10	0	7	0	<b>47</b>
<b>CVRD Electoral Area F</b>							
0	0	0	0	0	0	0	<b>0</b>
<b>CVRD Electoral Area I</b>							
0	0	0	0	0	7	0	<b>7</b>
<b>Total Cowichan Valley West</b>							
8	12	10	10	0	14	0	<b>54</b>

Sources: Union of BC Municipalities Community Child Care Planning Inventory; 2020 Cowichan Child Care Provider Survey, Winter 2019/20

**Table CVW4: Cowichan Valley West Licensed Child Care Programs, 2020**

Group Care, Birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, School Age	Multi-Age Child Care	Family Child Care	In-Home Multi-Age Child Care	Total Programs
<b>Town of Lake Cowichan</b>							
1	1	1	1	0	1	0	<b>5</b>
<b>CVRD Electoral Area F</b>							
0	0	0	0	0	0	0	<b>0</b>
<b>CVRD Electoral Area I</b>							
0	0	0	0	0	1	0	<b>1</b>
<b>Total Cowichan Valley West</b>							
1	1	1	1	0	2	0	<b>6</b>

Sources: Union of BC Municipalities Community Child Care Planning Inventory; 2020 Cowichan Child Care Provider Survey, Winter 2019/20



## COWICHAN VALLEY WEST CHILD CARE COVERAGE RATES

Current child care coverage rates (i.e., the number of child care spaces per 100 children) were calculated using current population estimates for Cowichan Valley West, and the number of licensed child care spaces currently available in the region. Within Canada, the ratio of child care spaces per 100 children aged 12 and under varies significantly by province. The national average in 2017 was 27.2 spaces per 100 children, while British Columbia's provincial average was considerably lower at 18.4 spaces per 100 children.<sup>36</sup>

Table CVW5 below summarizes the coverage rates, by age group, in Cowichan Valley West.

**Table CVW5: Cowichan Valley West Licensed Child Care Coverage Rates, 2020**

Age Group	Current Child Population	Current Number of Spaces	Current Estimated Coverage Rate
<i>All children 0-12 years</i>	<b>685</b>	<b>55</b>	<b>8.0</b>
Pre-school aged children, 0-5 years	288	39	13.5
Infant / Toddler children, 0-2 years	135	10	7.4
Preschool aged children, 3-5 years	153	29	19.0
School aged children, 6-12 years	398	16	4.0

Sources: Union of BC Municipalities Community Child Care Planning Inventory; 2020 PEOPLE Population Projection Data

There is little consensus or established benchmarks regarding what is a sufficient number of child care spaces within a region. The Canadian Centre for Policy Alternatives (CCPA) identifies forward sortation areas (FSAs) with one licensed child care spot per three (or more) children aged 0-5 years (i.e., 33% coverage), and a minimum of 50 children in that FSA, as a child care desert. Families living in child care deserts are anticipated to experience significant difficulty getting access to child care.<sup>37</sup> Currently, Cowichan Valley West has a 7% coverage rate for children aged 0 to 2 years (infant-toddler group), suggesting that parents in this region may have difficulty in finding local child care. Coverage is higher for the 3-5 years age group, but still very low, at 19%. Coverage for the 6-12 age group is also extremely low within the overall CVRD, at 4%.

**Currently there are 8.0 child care spaces for every 100 children aged 0-12 years in Cowichan Valley West.**

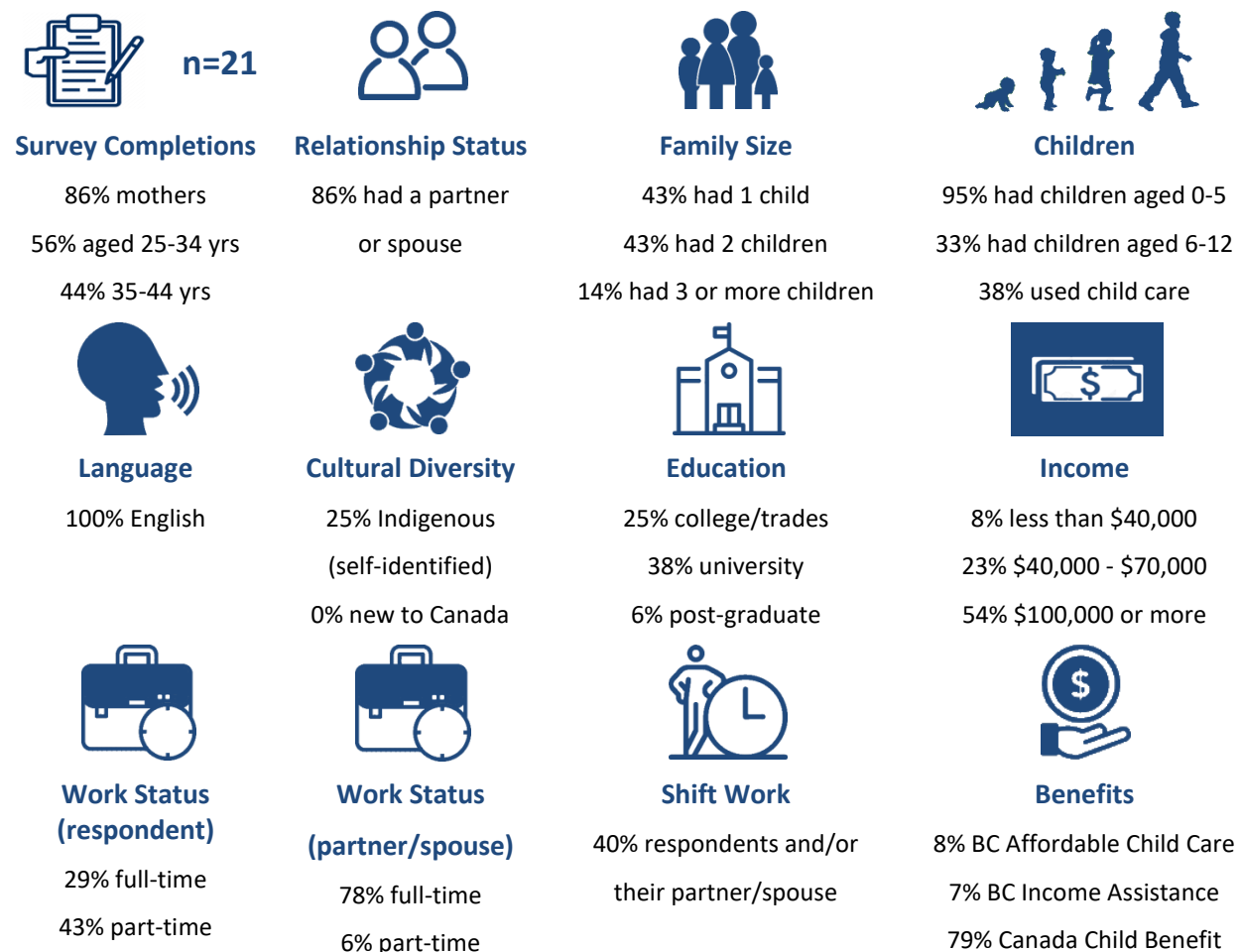
<sup>36</sup> Early Childhood Education and Care in Canada 2012 (9<sup>th</sup> edition, June 2013), Childcare Resource and Research Unit. Retrieved from [https://childcarecanada.org/sites/default/files/CRRU\\_ECEC\\_2012\\_revised\\_dec2013.pdf](https://childcarecanada.org/sites/default/files/CRRU_ECEC_2012_revised_dec2013.pdf)

<sup>37</sup> Macdonald, D. Child Care Deserts in Canada. Canadian Centre for Policy Alternatives (June 2018). Retrieved from <https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office/2018/06/Child%20Care%20Deserts.pdf>

## CHILD CARE QUALITY AND ACCESSIBILITY

In addition to review of the child care capacity and coverage rates, Malatest conducted survey and interview research with stakeholders to better understand local perceptions of the quality, accessibility, and affordability of child care in Cowichan Valley West. Information about research participants, and key themes that emerged from this research, are discussed in this section.

### SUMMARY OF PARENT AND CAREGIVER SURVEY RESPONDENTS



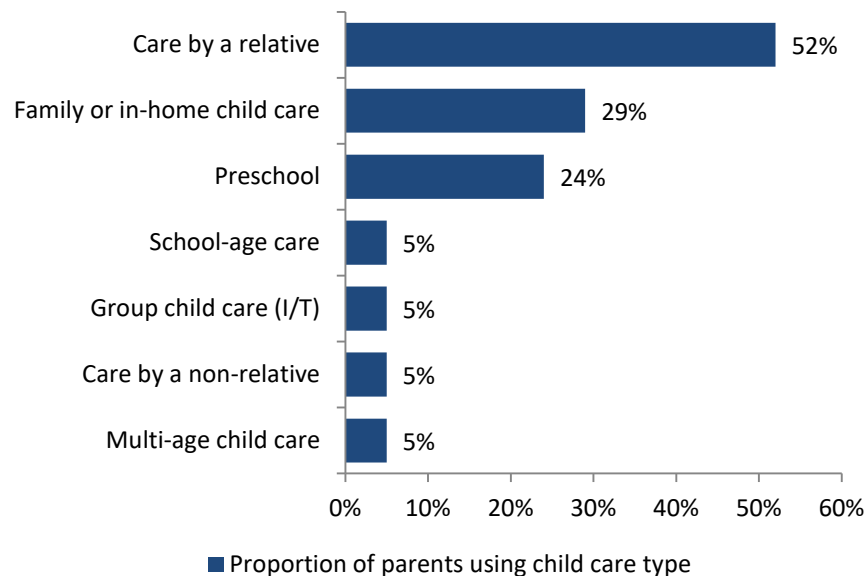
Data source: Parent/caregiver survey, n=21. Not all response options are shown.

Please note that, due to the small sample size for the parents and caregivers survey in this region, all proportions should be interpreted with caution and not be presumed to be representative of the broader population.

Source: 2020 Cowichan Child Care Parent and Caregiver Survey, n=21. Not all response options are shown.

Of the 21 parent/caregiver respondents, six reported using child care, and these respondents used most care types, with the exception of license-not required family care and care by a non-relative (see Figure CVW3). Care by a relative was the primary care type used in Cowichan Valley West, with 11 respondents reporting using it.

**Figure CVW3: Child Care Use by Care Type, Cowichan Valley West Respondents**



Source: Cowichan Valley Child Care Parent and Caregiver Survey, n=6. This question allowed for multiple responses, therefore percentages may add up to more than 100%.

## KEY THEMES FROM COMMUNITY STAKEHOLDER ENGAGEMENT

Three key themes emerged from surveying and interviewing community stakeholders regarding child care in Cowichan Valley West: availability, affordability, and quality of child care.

### AVAILABILITY OF CHILD CARE

*[There is a] huge need in our community for infant and toddler spaces.*

Across all stakeholder groups, there was a consensus that more child care spaces are needed. Two of five child care providers in this region, who participated in the survey, reported a need for more child care spaces. Two of four child care providers reported having a waitlist for their care centre (one respondent did not answer the question).

Cost, availability, and other accessibility factors are less of a concern among parents and caregivers in West Cowichan, relative to other areas of the CVRD.

Of twelve respondents in the region who do not use child care, three identified cost as their main reason for not using it. A further two respondents reported that availability of spaces was their main barrier to child care use. Ten of 21 respondents (48%) reported that cost was a barrier to accessing their *preferred* choice of child care. Eight respondents noted that availability of spaces was a barrier to preferred type of care, and nine reported that schedule was a barrier to preferred type of care.

All groups agreed that infant and toddler spaces are particularly needed, followed by after-school care spaces. Increasing the availability of child care for children with extra support needs was also identified as a priority among all groups. Only one of three child care providers in the region who answered the question reported that they are able to provide care for children with extra support needs. As a result, available child care spaces are even scarcer for children with additional support needs. Only one-quarter of parents and

caregivers (27%, n=4) agreed with the statement, “Child care options in the Cowichan region provide all the services / supports necessary for children to succeed.”

*Children with extra support needs [such as language and speech] tend to be underserved.*

Key informants echoed these findings, and pointed out that there is not enough Support Child Development (SCD) funding available to support the children currently in care. For this reason, these interviewees questioned the benefits of additional spaces on the already-strained services in the region. Stakeholders also noted a lack of support workers who are able and/or willing to work contracted support hours.

Stakeholders shared stories of programs being unable to take on children requiring extra supports, due to insufficient numbers of trained educators or additional support staff. A small proportion of parents and caregivers (5%, n=1) surveyed said a barrier to accessing their preferred type of child care was that local care could not meet their child’s extra support needs.

In addition to a lack of spaces, stakeholder groups expressed a need for more flexible options in the hours when care is available. Child care providers in Cowichan Valley West recognized the need for extended hours, largely in the early mornings and later evenings (three of five respondents agreed these were needs among local families). Child care providers in the region were less convinced that there was a need for child care availability on weekends or holidays or before and after school care (two of five respondents agreed these were needs among local families). A number of stakeholders suggested opening a child care centre in the hospital to help improve accessibility of child care for shift workers.

*Earlier start times for daycare would allow me to work more and would help all shift workers.*

Finally, lack of public transportation to child care centres was noted as a challenge to accessibility of child care. The scarcity of child care spaces across the Cowichan region doesn’t allow parents and caregivers the option to select a child care site within walking distance from home, leaving it up to parents and caregivers to find ways to reach facilities that may be a long distance from their home and/or place of work. For those without reliable access to a personal vehicle, this creates an additional hurdle to accessing child care.

### AFFORDABILITY OF CHILD CARE

All stakeholder groups and key informants agreed that child care is too expensive for many families. Participants believed that access to more affordable child care would have benefits for parents and caregivers in a number of areas. These included:

- Improve parents’ and caregivers’ chances to gain employment (29% of parents/caregivers, n=6; 52% of the general population, n=49);
- Allow parents and caregivers to work more hours (43% of parents/caregivers, n=9);
- Reduce parents’ and caregivers’ absences at work (19% of parents/caregivers, n=4; 59% of the general population, n=56); and
- Allow parents and caregivers to improve their education, or update their training and/or credentials (38% of parents/caregiver, n=8).

One-half of general population respondents (52%, n=44) in the CVRD indicated that lowering child care fees would result in increased economic prosperity. Majorities of parents and caregivers (57%, n=12) and the general population (78%, n=74) agreed that low-cost child care would have a number of non-economic benefits, such as reduced stress on families and overall better mental wellness.

Key informants from the CVRD stated that affordability of child care is a common concern among families they serve. These interviewees shared stories of many families, especially young parents, not being able to find child care even if they could afford it. Qualifying for child care was also noted as a concern, particularly for parents who are not employed or are attending school, and therefore cannot qualify for subsidies.

### QUALITY OF CHILD CARE

Slightly more than one-half of general population survey respondents from the overall CVRD (53%, n=35) agreed that “child care options in the Cowichan region offer quality child care.” Only five of fourteen parents and caregivers in Cowichan Valley West (36%) who responded to the question agreed with this statement. Fourteen of eighteen parent and caregiver respondents (78%) reported being satisfied with their own child care arrangements, however. Key informants spoke highly of the quality of child care in the region.

Inclusivity, a common indicator of child care quality, is defined as the extent to which a child care site is inclusive of children of all abilities (including those with extra support needs) and incorporating the diversity of the community. Minorities of general population respondents (37%, n=35) and parents and caregivers (36%, n=4) agreed that child care options in the Cowichan region are inclusive in terms of children’s abilities. A similar proportion of parents and caregivers (36%, n=4), and less than one-half of the general population (45%, n=43) agreed that child care options reflect the diversity of the community. These findings suggest that inclusivity of child care could be an area for further improvement.

Concerns about staff recruitment and retention were less of a concern in West Cowichan than elsewhere in the greater CVRD. Only two of five respondents agreed that child care services would be improved by increasing educator wages or by increasing the availability of qualified staff. Key informants indicated that they felt non-licensed care can hinder child care quality and if more care centres are added, they should be licensed.

### CHALLENGES FOR CHILD CARE PROVIDERS

While many child care providers in the greater CVRD identified staffing as their primary challenge in providing child care, these concerns were less noted among West Cowichan child care providers. Only one of five respondents reported challenges with hiring qualified staff or retaining educators.

A majority of CVRD stakeholders echoed the sentiments expressed by child care providers, regarding current staffing issues in the industry. There was consensus among all groups that increased compensation would encourage more people to pursue education in, and join, the child care profession as they could expect to be fairly compensated for their work. It is also important to note that, due to Cowichan Valley West’s geographic proximity to the rest of Cowichan Valley, changes to the labour market pursued by other municipalities and electoral areas may influence the labour market in Cowichan Valley West (e.g., more daycare workers being willing to commute to other regions for increased pay and benefits). Therefore, while

*[There is a] lack of people motivated to open a daycare, as it is a lot of work for little pay.*

these challenges may not be as pressing of an issue for Cowichan Valley West currently, it is important context and an issue to be aware of as changes to child care programs progress in the region.

*In Cowichan there are several municipal boundaries and capacity issues. Regional districts haven't had child care on their agendas and tightening budgets make it more difficult to add new services or expand existing ones.*

The only barrier to increasing child care spaces, reported by multiple providers in the Cowichan West region, was expanding physical space at sites; two of five respondents reported this as a barrier for their child care center.

More governance was also thought to be needed over unlicensed child care. Concerns were raised from stakeholders that these unlicensed centres get the same access to government funding as licensed child care centres, and they charge the same or more than licensed centre, yet their quality may often not be equivalent.

## FUTURE CHILD CARE TARGETS

Based on anticipated future need for child care in Cowichan Valley West, Malatest has developed a series of targets for increasing the supply of licensed child care spaces in the region. Recommendations include:

- Number of child care spaces needed, by age group and care type, over the next ten years to meet changing demographics and anticipated change in demand;
- Number of child care programs needed to accommodate these spaces;
- Space needs for recommended programs (i.e., interior and exterior space requirements to accommodate children in the identified programs);
- Potential sites in Lake Cowichan, CVRD Electoral Area F and Electoral Area I, where additional needed programs could be located; and
- Staffing needs to accommodate the increased number of programs and spaces recommended.

### SPACE CREATION TARGETS

This subsection of the report provides short-, medium-, and long-term child care space creation targets for Cowichan Valley West.

Space creation targets for each of the child care age groups were calculated by multiplying projected populations for each age group (taken from BC Stats' PEOPLE Population projections) by target coverage rates for these age groups. Target coverage rates were decided based on multiple factors: available recommendations for best practice in existing literature, the experience of other jurisdictions in providing child care, and estimates of unmet need for each age group within the CVRD based on survey and interview data. Baseline target coverage rates for each of the age groups were:

- 55% for the 0-2 years age group;
- 85% for the 3-5 years age group; and
- 20% for the 6-12 years age group.

These target coverage rates were baselines only, and were adjusted for each community as appropriate based on anticipated unmet need as well as findings from key informant interviews. For more information on how these targets were arrived at, please refer to the Methodology Section of the Final Report prepared for this project.

These targets identify the number of child care spaces required to support the projected population of Cowichan Valley West over the next ten years (see Table CVW6). Large increases in child care spaces, particularly when compared to current spaces, are needed for infant-toddler and school-aged children. A moderate increase in spaces for preschool-aged children is also recommended.

**Table CVW6: Total Target Child Care Spaces by Age Group, Cowichan Valley West, 2020-2030**

Year	Spaces Children 0-2 years	Spaces Children 3-5 years	Total Spaces Children 0-5 years	Spaces Children 6-12 years	Total Spaces Children 0-12 years
2020	10	29	39	16	55
2021	13	31	44	28	72
2022	20	34	54	40	94
2025	30	40	70	55	125
2030	43	46	89	72	161

Sources: Union of BC Municipalities Community Child Care Planning Inventory (2020 spaces only); 2020 PEOPLE Population Projection Data

**Space creation targets for 2030 require 106 new spaces over ten years: 33 for infant-toddler, 17 for pre-school ages, and 56 for school-aged children.**

Table CVW7 provides a summary of how these required spaces could be broken down by child care type. It is important to note that very small increases in family and in-home multi-age child care were projected, due to the fact that these operations have low capacity numbers and most in the region are already serving as many children as possible. The only way to substantially increase child care spots in these types of programs would be for child care operators to open their own in-home facilities, which is considerably more challenging to promote and incentivize than adding capacity to other types of child care sites.



**Table CVW7: Total Target Child Care Spaces by Type of Care, Cowichan Valley West, 2020-2030**

Type of Care	2020 Supply	Estimated Short-Term Need, 2021*	Estimated Short-Term Need, 2022*	Estimated Medium-Term Need, 2025*	Estimated Long-Term Need, 2030*
Group Child Care (Birth to 36 months)	8	11	15	24	38
Group Child Care (30 months to school age)	12	15	19	25	30
Licensed Preschool	10	12	18	24	30
Group Child Care (School age)	10	20	28	38	49
Multi-Age Child Care	0	0	0	0	0
Family Child Care	14	14	14	14	14
In-Home Multi-Age Child Care	0	0	0	0	0
<b>Total Child Care Spaces</b>	<b>54</b>	<b>72</b>	<b>94</b>	<b>125</b>	<b>161</b>

Source: Union of BC Municipalities Community Child Care Planning Inventory (2020 spaces only)

\*Consultant estimates

Figures in brackets indicate net change in space numbers between the column's year targets and the previous column's year targets.

It is important to note that, over the course of this project, School District 79 has committed to creating 201 new child care spaces, 37 of which will be in Lake Cowichan, within the West Cowichan region. Of these 37 spaces, 25 are being dedicated to Group Child Care (30 months to School Age) and 12 are being dedicated to Group Child Care (Birth to 36 months). As a result, some of the targets provided above may already have been met.

Finally, Table CVW8 provides a summary of the overall increase in coverage rates, from 2020 to 2030, based on recommended space creation targets and population projections for these age groups. As can be seen in the table, childcare space creation targets proposed by Malatest result in large improvements to coverage rates for all age groups, with the largest percentage point increase for infant-toddler spaces.

**Table CVW8: Change in Proportional Child Care Coverage, Cowichan Valley West, 2020-2030**

Age Group	2020	2030	Percentage Point Change
0-5 years	14%	33%	+19 pts
0-2 years	7%	33%	+26 pts
3-5 years	19%	33%	+14 pts
6-12 years	4%	20%	+16 pts
<b>Overall Coverage Rate: 0-12 years</b>	<b>8%</b>	<b>26%</b>	<b>+18 pts</b>

## PROGRAM CREATION AND SITE LOCATION NEEDS

In addition to estimating the need for individual child care spaces, by age group and care type, over the next decade, Malatest developed estimates and recommendations on creation of child care programs to accommodate these additional spaces, and identified potential sites that could be used to house these additional child care programs. These estimates and recommendations are discussed in the sub-sections below.

### PROGRAM CREATION

Malatest used its recommendations for space creation targets, by care type, to identify the number of additional programs that will be needed to accommodate these targets. In calculating the number of additional programs needed, the following assumptions or parameters were used:

- All programs will be fully subscribed to the legal maximums prescribed by the provincial government; and
- Where partial programs are needed (e.g., calculation indicated a need for 4.35 programs), number of needed programs were always rounded up to accommodate legal requirements for the *maximum* number of children in a program.

As a result of these approaches, these recommendations for additional programs needed should be taken as the minimum required to meet the space creation targets identified, but will also provide a small amount of additional capacity for more spaces if needed by the community.

Further, it is important to note that Malatest has delineated a difference between *programs* and *sites*. “Program” refers to each licensed child care program that serves up to its maximum number of children. “Site” refers to the physical location (building and outdoor space) that serves one or more programs. Many of the larger child care operators host multiple programs at their site; for example, a child care operator who reports 24 spaces for infant-toddler group care hosts two programs, as the maximum number of children who can be served by that care type in a single program is 12.

Given that the UBCM inventory does not break down the number of programs at a specific site in this manner, the number of sites in 2020 is a best estimate based on the number of spaces that each operator reports offering and the applicable legal maximum enrolments for each type of care. It is also important to note that staffing shortages may be limiting the ability of sites to operate at their maximum potential capacity. For example, while the maximum number of children in a licensed preschool program is 20, there is also a requirement that there be a minimum of one ECE or ECE assistant for every ten children (with at least one full ECE required for every program). Therefore, it should not be assumed that simply because a site appears to have unfilled spaces based on potential maximum capacity, these sites could start meeting an increase in demand immediately.

Finally, it is important to note that although in some cases, there are negative net gains in programs between 2020 and 2030 based on Malatest’s recommendations, this should not be taken as a blanket recommendation to completely shutter child care programs or whole sites. Closure of child care sites would likely result in backlash from families in the community, and closure of sites in already poorly served areas could result in *no* child care sites being available to some families within a reasonable distance. Therefore, where there is potential to close child care programs, municipalities and electoral areas should consider:

1. Whether there is an opportunity to reduce the number of programs within a single site (e.g., if a child care center currently operates the equivalent of two preschool-aged group care programs, could this be reduced to one in order to maintain access within the geographic area while still reducing the number of spaces?),
2. Whether closures would put hardship on the local community or neighbourhood to find alternative child care options, and
3. If there are opportunities to re-purpose program closures to offer other needed programs (e.g., if the preschool-aged group care is over-served, but additional programs are needed for birth to 36 months group care, can that program space be altered to serve a different group rather than shut down altogether?).

With these considerations in mind, Table CVW9 summarizes the changing needs for child care programs in Cowichan Valley West over the next ten years. Malatest anticipates small increases in need for some types of child care programs, with the greatest increase in need observed for group care programs serving infants and toddlers – an increase of 3 additional programs.

**Table CVW9: Change in Need for Child Care Programs, Cowichan Valley West, 2020-2030**

	Group Care, Birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, School Age	Multi-Age Care	Family Care	In-Home Multi-Age Care
2020 Spaces Reported	8	12	10	10	0	14	0
2020 Programs	1	1	1	1	0	2	0
2030 Target Spaces*	38	30	30	49	0	14	0
2030 Programs Needed*	4	2	2	2	0	2	0
2030 Net Program Gain	3	1	1	1	0	0	0

Source: Union of BC Municipalities Community Child Care Planning Inventory (2020 spaces and programs only)

\*Consultant estimates

### PROGRAM SPACE NEEDS

Each child care program is required to meet certain minimum space requirements, to ensure adequate area for care, activities, and enrichment for children served by the program. Based on the number of additional child care programs identified as needed in each sub-region of the CVRD, Malatest has calculated the amount of additional space – interior and exterior – needed to accommodate these additional programs. Below is a list of assumptions and limitations should be kept in mind when reviewing the estimates of additional space needed.

- Calculation of additional space needed for each program type was calculated based on provincial minimum requirements. These recommendations should be considered the *minimum* needed to legally open and operate the recommended child care programs.
- Malatest has assumed that all programs will be operating at maximum capacity, therefore calculation of site size was based on per-child space requirements at the maximum number of children allowable in a single program.

- There are different maximum program enrollments by age within the school-aged group care program; these programs may serve up to 25 children in the K-Grade 2 age group, and up to 30 children older than that. Malatest’s calculations for space requirements for these programs are based on a “middle ground” assumption of enrollment at 28 children per program.
- Exterior space requirements for preschool and school-aged group care programs, as well as home-based care programs, specify that an exterior activity area must exist, but do not give space requirements. Malatest has maintained the general requirement of 7 m<sup>2</sup> per child that exists for other group care programs, to create estimates, however it should be noted that municipalities and electoral areas may have flexibility for these program types in terms of the exact size of outdoor activity areas.
- Provincial interior space minimums do not account for non-activity areas that may be required, such as hallways, janitorial closets, washrooms, and kitchens. Malatest has added a 25% allowance to interior space calculations to accommodate for these other spaces, based on recommendations from the City of Richmond’s Child Care Design Guidelines.
- There are provincial allowances for some co-located programs to share required non-activity areas such as kitchen facilities and janitorial closets. This is an opportunity to reduce the total amount of space needed to meet new program requirements and maximize efficient use of available sites. However, given insufficient information available to Malatest regarding the total size of potential child care sites and thus the ability to co-locate programs at single sites, Malatest has not assumed that programs will be co-located and so the space recommendations here may be slightly higher than actual needs.
- Exterior space requirements account for activity areas accessible to children only. These exterior space requirements do not account for other space that may be required under applicable bylaws such as set-backs, parking spaces, or pick-up and drop-off areas.

With these considerations in mind, Table CVW10 summarizes program space needs by program type. Space needs are given for each program (columns three and four), and overall space needs to accommodate all needed programs of that type (columns five and six).

**Table CVW10: Interior and Exterior Space Needs to Serve Recommended Program Creation, 2030**

Care Type	New Sites Needed by 2030	Interior Floor Space per Program	Exterior Activity Space per Program	Total Interior Space Needed, All Programs	Total Exterior Space Needed, All Programs
Group care, birth to 36 months	2	55.5	84.0	111.0	168.0
Group care, 30 months to school age	-3	115.6	175.0	-346.9	-525.0
Licensed Preschool	-2	92.5	140.0	-185.0	-280.0
Group care, school age	1	103.1	192.5	103.1	192.5
Multi-Age Care	5	37.0	56.0	185.0	280.0
Family Child Care	1	32.4	49.0	32.4	49.0
In-Home Multi-Age Care	1	37.0	56.0	37.0	56.0

Reference: *Community Care and Assisted Living Act*. Child Care Licensing Regulation. Retrieved from [http://www.bclaws.ca/civix/document/id/loo70/loo70/12\\_319\\_89](http://www.bclaws.ca/civix/document/id/loo70/loo70/12_319_89)

### POTENTIAL CHILD CARE SITES

Malatest has identified a number of potential sites for housing new child care programs throughout Cowichan Valley West. The following three maps illustrate the location of existing child care locations (represented by circles), and locations of potential future child care sites (represented by triangles) in each of Lake Cowichan, CVRD Electoral Area F and Electoral Area I.

It is important to note that Malatest did not assess potential future child care sites for their suitability for different types of child care programs. A number of issues that could not be addressed in the data that Malatest had available should be examined prior to making any final decisions about the suitability of potential sites, including:

- Interior and exterior floor space available, and whether there is sufficient space to meet minimum requirements for the intended care program(s);
- Building remediation and upgrading needs, whether it will be cost-efficient to make the building suitable for child care programs if such improvements are needed;
- Ability of municipalities and partner organizations to negotiate sale or leasing agreements with current property owners; and
- Accessibility of potential sites to likely child care users (e.g., whether the site is easily accessible by public transit, whether it would serve an area or neighbourhood that is currently under-served by child care programs, etc.).

**Figure CVW4: Current and Potential Future Child Care Sites, Town of Lake Cowichan**

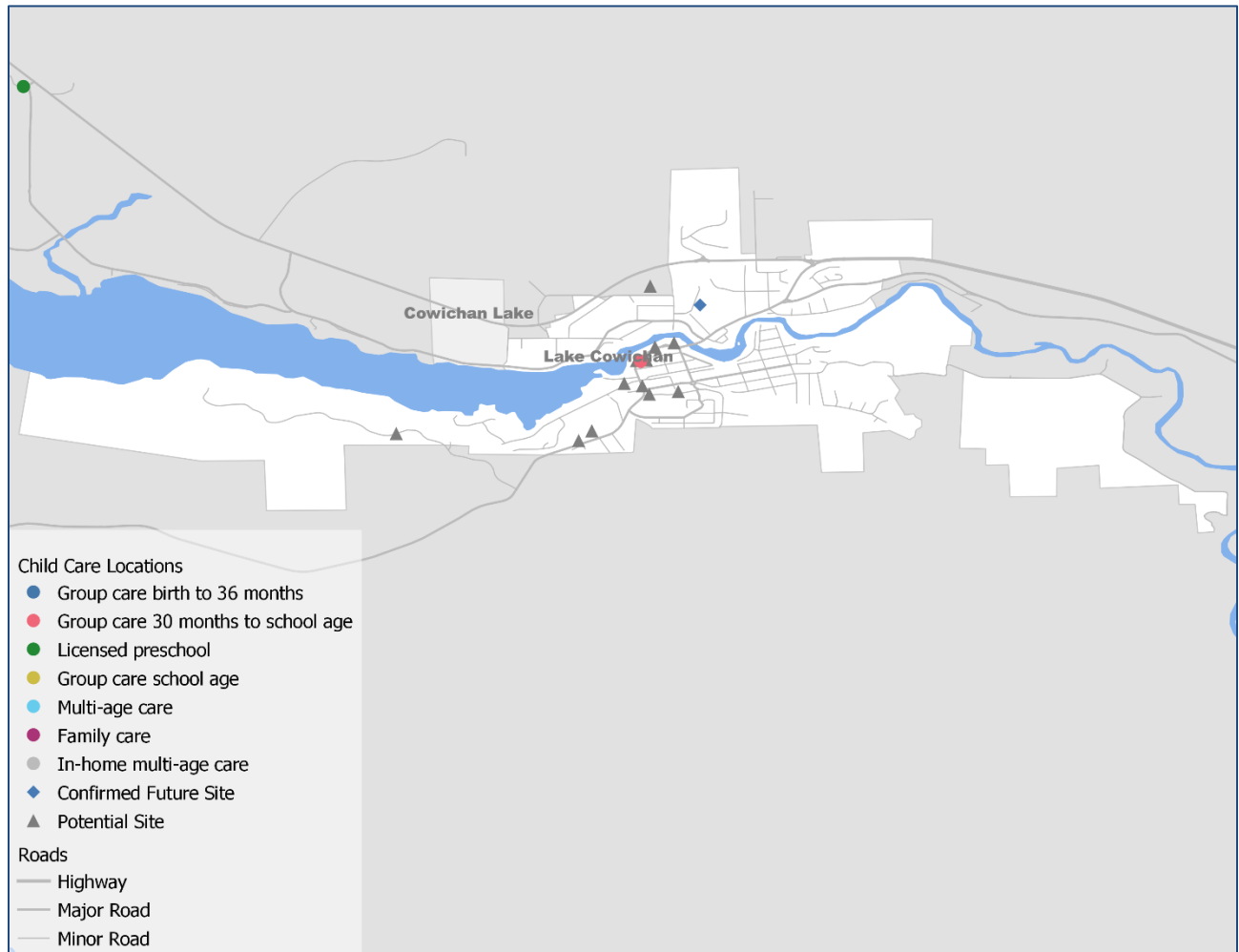
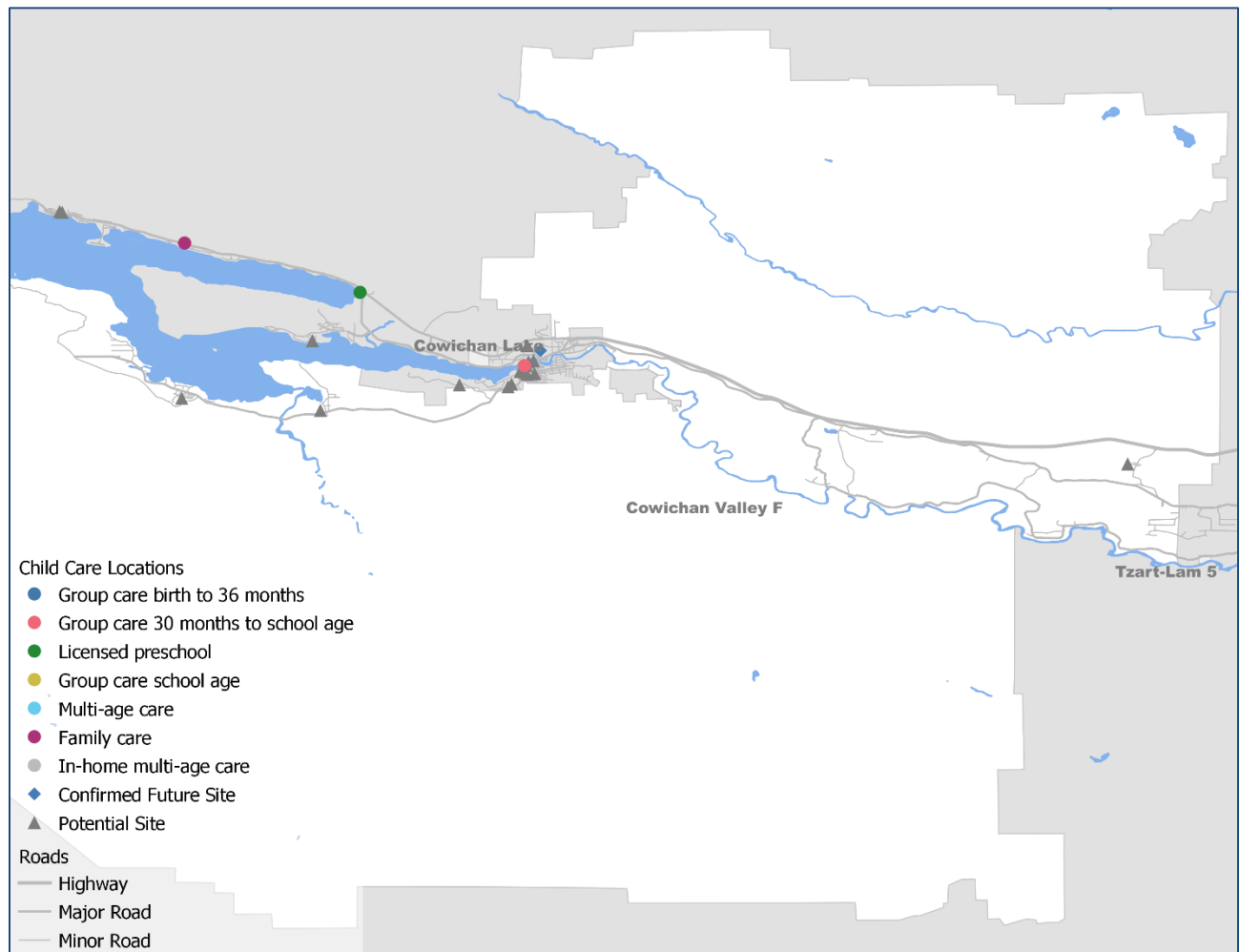
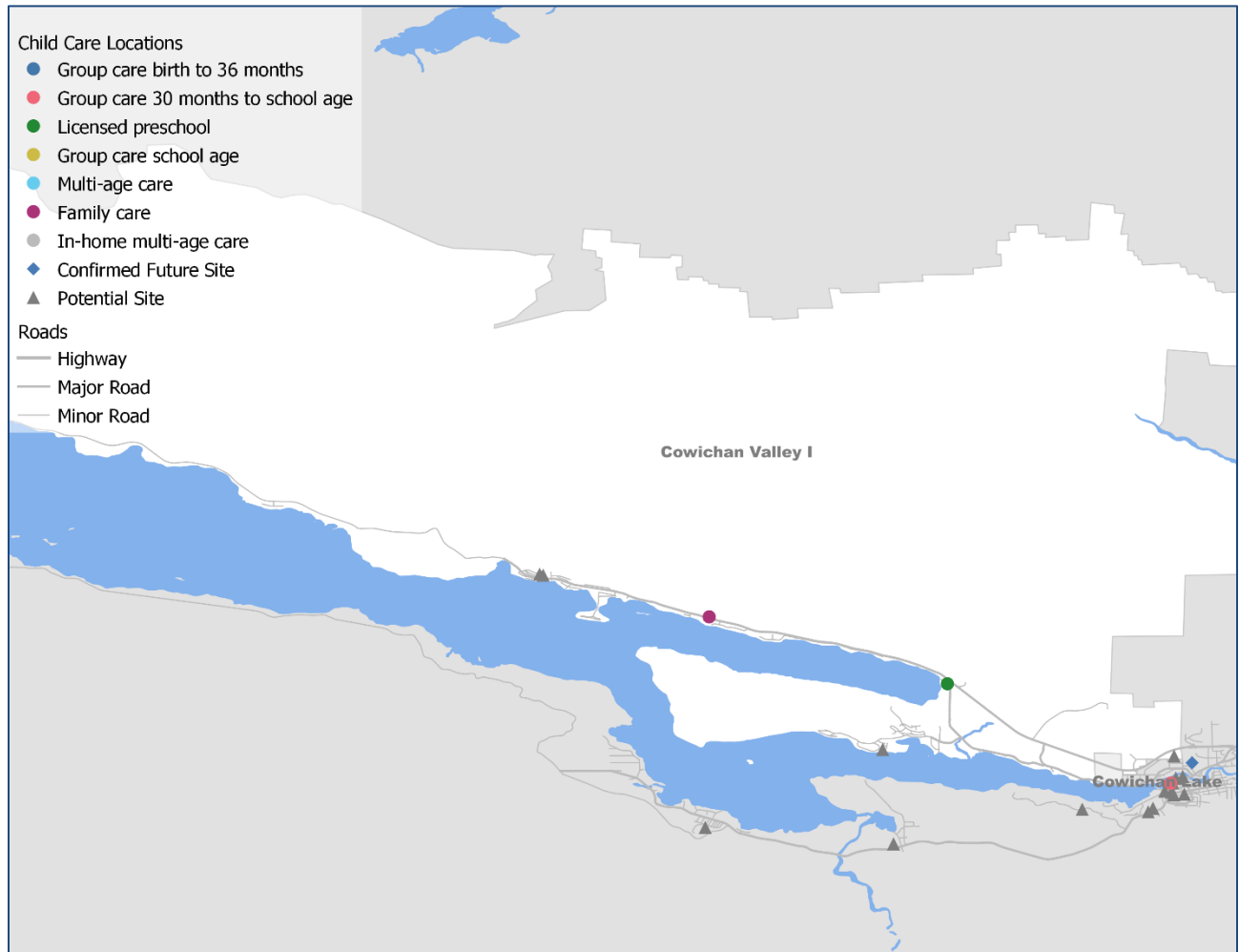


Figure CVW5: Current and Potential Future Child Care Sites, Electoral Area F



**Figure CVW6: Current and Potential Future Child Care Sites, Electoral Area I**





## STAFFING NEEDS FOR FUTURE CHILD CARE PROGRAMS

Finally, as noted previously, the ability to offer child care spaces is limited not only by physical space at a site, but also by the number of staff available to supervise and care for children. Minimum staffing requirements are established by the provincial government and are applicable to all licensed child care programs, although requirements vary by program type.

Malatest has calculated the number of staff that will be needed to serve the new programs and number of new spaces recommended to be created in the Cowichan region by 2030. When calculating these requirements, the following assumptions were made:

- All programs recommended for creation will be fully subscribed;
- All programs will be staffed at the minimum qualification level required by the provincial government (e.g., if a program requires one ECE and one ECE assistant, Malatest assumed that the second staff member is qualified at the ECE assistant level and the program does not employ two full ECEs); and
- All staff work full-time (i.e., these are full-time equivalency, or FTE, positions).

It should also be noted that Malatest did not undertake a comprehensive labour market analysis of child care workers in the Cowichan region. Typically, forecasting for future labour market need would encompass surveying employers regarding not only their current number of employees and qualification levels, but also the ages and expected retirements of these employees, employee turnover rate, and other metrics that can be used to create a comprehensive forecast of labour market trends over the medium- to long-term. Although Malatest has calculated the anticipated number of new FTE positions that will be created by creating additional child care spaces and, thus, new child care programs, this forecast does not account for potential complicating factors in workforce needs such as coming retirements, “burnout rate” where workers – particularly those in caregiving work – leave the profession entirely, in- and out-migration of qualified workers in the region, and other factors that can impact labour markets beyond simply graduation rates from eligible programs and positions available in the region.

With these considerations in mind, Table CVW11 summarizes the total needed child care workers, by qualification level, by 2030. Included in the table are both total labour pool needs in Cowichan Valley West, and the anticipated number of new FTE positions that will be created by the recommended increase in spaces by 2030.

Within Cowichan Valley Central, the recommendations to reduce the number of preschool-aged care programs (both licensed preschools and group care for this age group) will result in a decreased need for ECE Assistants. However, there will be increased demand for fully qualified ECEs, and ECEs with infant-toddler training. There is an opportunity here to encourage some of those currently qualified as ECE Assistants to pursue upgrading to meet these changes in demand for qualifications. There is also anticipated to be an increase in demand for child care workers with Responsible Adult certification in order to meet increased demand for school-aged spots. However, Responsible Adult certification is the minimum credential required to work in these care programs; ECE Assistants may also fill these roles.

Table CVW11: Child Care Worker Needs by Qualification Level, Cowichan Valley West, 2030

	Group Care, birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, school age	Multi-Age Care	Family Child Care	In-Home Multi-Age Care	Total Staffing Requirements
<b>Total 2030 Programs Needed</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>-</b>
<b>Gain in Programs by 2030</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Total ECE Infant-Toddler Needed</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Gain in ECE Infant-Toddler Needed</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Total ECE Needed</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>
<b>Gain in ECE Needed</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
<b>Total ECE Assistant Needed</b>	<b>4</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>
<b>Gain in ECE Assistant Needed</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>
<b>Total Responsible Adult Needed</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>8</b>
<b>Gain in Responsible Adult Needed</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>

## MUNICIPAL BYLAWS, RESOURCES, AND PLANS

While a number of areas for potential improvement and expansion of child care in Cowichan Valley West have been identified in this report, these suggestions should be considered within the context of broader municipal or regional needs, priorities, and plans. There are a number of areas under municipal jurisdiction, such as zoning and business licensing, that can be leveraged to support strong child care growth initiatives.

Table CVW12 below summarizes the types of municipal approaches that can have an impact on child care availability, affordability, and accessibility in a region. The three right-most columns indicate whether each of the communities within Cowichan Valley West have undertaken such an approach to date.

Approach	Impacts on Child Care Access	Lake Cowichan	Area F	Area I
<i>Strategies, Plans, and Policies</i>				
Child Care Strategy or Policy	<ul style="list-style-type: none"> <li>Acknowledges child care as fundamental to supporting healthy children and communities</li> <li>Provides guiding principles for municipal governments when working individually, with other levels of government, and/or with businesses and non-profit organizations; guiding principles help ensure that various initiatives and efforts are complementary and support one another</li> </ul>			
Child care addressed in Official Community Plan	<ul style="list-style-type: none"> <li>Ensures that child care facilities and businesses are incorporated into long-term community development goals, land use planning, and business licensing practices</li> </ul>	✓	✓	✓
Child care addressed in Social Plan	<ul style="list-style-type: none"> <li>Acknowledges links among social inequities and access to child care (e.g., poverty, gendered differences in labour force participation)</li> <li>Provides guiding principles on creation and implementation of child care policies that address, or do not exacerbate, existing social inequities</li> </ul>			
Child care considered a community amenity	<ul style="list-style-type: none"> <li>Creates incentives for local government to approve appropriate zoning and business licensing for child care throughout region / city</li> <li>If voluntary amenity contributions are available to developers, child care as an amenity incentivizes and leverages private capital to serve the community's child care needs</li> </ul>			
Other child care strategies, plans, and policies				

Approach	Impacts on Child Care Access	Lake Cowichan	Area F	Area I
<i>Municipal Resources</i>				
Municipal building space available for child care (any cost structure)	<ul style="list-style-type: none"> <li>Deliberate set-asides for child care space can reduce market competition for operators and ensure availability of space</li> </ul>			
Municipal grants for child care operating costs	<ul style="list-style-type: none"> <li>Can provide funding to sustain specific child care operations, ensuring that specific communities maintain a minimum level of access</li> <li>Grants at a municipal level allow for funding to be targeted to better meet specific community needs (more targeted than provincial operating grants)</li> </ul>			
Municipal grants for child care capital projects	<ul style="list-style-type: none"> <li>Can encourage creation or expansion of child care facilities in specific communities / neighbourhoods to meet community needs</li> <li>Can help operators leverage private equity / investment that otherwise would not be sufficient to accomplish capital project</li> <li>Creates physical space to support creation of needed child care spots</li> </ul>			
Child care design guidelines available to child care operators	<ul style="list-style-type: none"> <li>Clarifies requirements on child care facilities for operators, reducing confusion and facilitating capital projects</li> <li>Can promote best practices or community goals through design guidelines and recommendations</li> </ul>			
Child care information documents for residents	<ul style="list-style-type: none"> <li>Facilitates access to child care for local residents, by making them aware of available licensed child care options</li> </ul>			
Municipal child care program	<ul style="list-style-type: none"> <li>Ensures a minimum number of child care spaces are available locally</li> </ul>			
Municipal staff resource dedicated to child care	<ul style="list-style-type: none"> <li>Can promote and enforce municipal requirements for child care businesses (thereby ensuring quality of care), advise on provincial requirements</li> <li>Can promote information about available child care programs in municipality to families</li> </ul>			
Other child care documents				
Other				

Approach	Impacts on Child Care Access	Lake Cowichan	Area F	Area I
<i>Child Care Facilities Permitted In:</i>				
Single Family Residential Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>	✓	✓	✓
Duplex (semi-detached) Residential Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>	✓	✓	✓
Row House / Townhouse Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>	✓	✓	✓
Apartment Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>	✓		
Mixed Use Zones	<ul style="list-style-type: none"> <li>Allows for a variety of child care providers to operate (home-based, group care)</li> </ul>	✓		
Commercial Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>	✓		
Public Use / Assembly Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>	✓		
Industrial Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>			
Agricultural Zones	<ul style="list-style-type: none"> <li>Allows for a variety of child care providers to operate (home-based, group care)</li> </ul>		✓	✓

Approach	Impacts on Child Care Access	Lake Cowichan	Area F	Area I
<i>Additional Zoning or Licensing Requirements for Child Care</i>				
Additional parking required for home-based care	<ul style="list-style-type: none"> <li>Potential to limit ability of child care operators to offer home-based child care</li> </ul>	✓		
Municipal Business License required for child care use	<ul style="list-style-type: none"> <li>Additional fees and submission requirements can create barriers to opening a child care business, or operating a child care business legally</li> </ul>	✓		
Non-resident child care staff are permitted	<ul style="list-style-type: none"> <li>Allows home-based child care operations to accommodate more children, if space on property allows</li> </ul>	✓		
Additional outdoor play space requirements / recommendations above provincial standards	<ul style="list-style-type: none"> <li>More thorough requirements may limit the number of spaces in a municipality that may house child care facilities, potentially reducing the overall number of operators and/or increasing operational costs through increased rent and competition for space</li> </ul>			
Additional building requirements beyond the BC Building Code	<ul style="list-style-type: none"> <li>More thorough requirements may limit the number of buildings in a municipality that may house facilities, potentially reducing the overall number of operators and/or increasing operational costs through increased rent and competition for qualifying buildings.</li> </ul>			

## RECOMMENDATIONS

Below are a series of recommendations for a child care strategy in Cowichan Valley West. These recommendations incorporate findings from all three major lines of inquiry: population projections and target setting for future child care spaces and programs; stakeholder consultation regarding the availability, accessibility, and quality of child care in the region; and secondary data review of existing municipal policies, resources, and bylaws among communities in the Cowichan region.

While this report is intended for the use of Cowichan Valley West and its constituent municipalities and electoral areas, there are a number of priority areas for change that are outside the jurisdiction of local governments. Therefore, recommendations listed here include comments on responsible and/or contributing levels of government.

Finally, it should be noted that the specific actions for local and provincial governments are not meant to be definitive recommendations; they are suggestions for actions that would support the overarching recommendation. Each community and government must consider their local context, mandate, and other factors when deciding which actions to pursue.

### INCREASING COVERAGE RATES

#### Increase the number of child care spaces as per the recommended space creation targets.

This report has provided a detailed breakdown of recommended space creation targets, by age group and by care type (see Tables CVN6 and CVN7). Malatest recommends making efforts to meet these targets within the time frame specified, with regular review and assessment of capacity to ensure these targets remain relevant.

#### Local Government Actions

- Review and revise existing bylaws and regulations that may be limiting the ability of child care operators to offer child care (e.g., space requirements per child that are above provincial requirements), to enable existing operators to offer more child care spaces
- Incorporate targets for the creation of child care spaces and programs into community planning and strategy documents, to promote a coherent and complementary approach to child care across all departments of municipal government
- Consider creating grants to fund child care operations and/or capital investment projects, to support the creation of new programs and spaces
- Explore opportunities to acquire sites, either through purchase or lease agreements, to be made available to child care operators to support target spaces and programs

#### Provincial Government Actions

- Make available grant funds for capital projects to support child care space and program creation targets
- As the rollout of the Universal Child Care program continues, anticipate providing funding to child care centers aligned with space and program creation targets

## Emphasize increasing infant/toddler spaces.

Space creation targets place a strong emphasis on infant/toddler spaces; this reflects both the comparatively low current coverage rate for this age group, as well as demand voiced by stakeholders who participated in this research. Malatest recommends that efforts to expand child care coverage in the region should ensure that creation of infant/toddler spaces are prioritized.

### Local Government Actions

- Should target space creation targets be revised, municipal governments should consider the resulting coverage rates and aim for, at a minimum, a 33% coverage rate for children aged 0-2 years old
- Incorporate language in official community plans and social plans that acknowledges the importance of infant/toddler child care in allowing mothers to re-enter the workforce, thus reducing “brain drain” in local sectors as well as promoting gender equity

### Provincial Government Actions

- As the rollout of the Universal Child Care program continues, set aside a certain proportion of funding to be dedicated to infant/toddler spaces in the region

## CREATING NEW CHILD CARE SITES

### Support creation of new child care programs and sites.

The space creation targets recommended by Malatest will necessitate the creation of new child care programs and, likely, opening of new child care centers and facilities in the region. This will require considerable capital investment that could be aided by support from both municipal and provincial governments.

### Local Government Actions

- Consider making current available municipal space (e.g., unused space in municipal buildings) available for the exclusive use of child care programs
- Consider incorporating purpose-built space for child care programs into new municipal buildings that may be built over the coming decade
- Consider leasing / renting available municipal space to child care programs for no, nominal, or below-market rates
- Examine opportunities to acquire sites (e.g., closed elementary schools) for the operation of child care programs
- Consider making municipal grants available for capital investment projects, to leverage private dollars to expand existing child care sites

### Provincial Government Actions

- Make grants available for capital investment projects, either to renovate and build new sites or to expand existing sites
- Consider working with regional and municipal governments to promote acquisition of sites for child care use



## ACCESSIBILITY

### Consider public accessibility of potential new child care sites.

Accessibility and location of child care sites was noted by a number of stakeholders in this research; many noted that there are a number of child care facilities that are not accessible by public transit. This results in the child care programs under-serving the community, particularly lower income families who may not have access to a personal vehicle. Accessibility and location of child care sites should be considered when examining potential child care sites.

#### Local Government Actions

- Incorporate language into official community plans and/or social plans emphasizing the need for child care sites to serve the entire community, and therefore be accessible by public transit
- When assessing potential future sites for child care programs, consider accessibility by public transit and prioritize locations that are more accessible
- If offering capital investment grants to existing child care operators to expand sites, consider weighting application criteria to favour sites that are more accessible by public transit

#### Provincial Government Actions

- If offering capital investment grants to existing child care operators to expand sites, consider weighting application criteria to favour sites that are more accessible by public transit
- Incorporate consideration of accessibility by public transit into any potential land transfers with municipal or regional governments, prioritizing sites with public transit access for child care use

### Consider need for, and incentivize, child care with extended and non-traditional hours.

Shift work poses a unique challenge to finding child care options. Very few child care sites in the Cowichan region offer extended hours such as early morning, late evening, or overnight care. Yet, for families where one or both parents are employed in shift work, there is a need to find child care options that can provide reliable care during these hours.

#### Local Government Actions

- If municipal operating grants are offered, consider weighting application criteria to favour programs that offer non-traditional hours
- If municipal space is being used for child care programs, consider options to allow access to facilities during these extended hours
- Explore options with provincial government to locate child care programs in major hospitals in the region, to provide child care for those who work shifts in the hospital

#### Provincial Government Actions

- If provincial operating grants are offered, consider weighting application criteria to favour programs that offer non-traditional hours
- Explore options with local governments to locate child care programs in major hospitals in the region, to provide child care for those who work shifts in the hospital

## AFFORDABILITY

### Attend to affordability as a key aspect of the expansion of child care in the Cowichan region.

Affordability of child care was noted as a major barrier to child care, and to child care of choice, among parents and caregivers in this research. Further, child care space targets set out in this report have assumed a considerable increase in demand due to an increase in affordability. As such, affordability of child care for families in the region should be a major priority for municipal, regional, and provincial governments.

#### Local Government Actions

- Incorporate language into official community plans and/or social plans, acknowledging the importance of child care being affordable to local residents to ensure equal opportunity and accessibility for all children
- Examine opportunities to financially support child care operators through granting funds (e.g., for training and upgrading, for operating costs, for capital investment projects)
- Examine opportunities to reduce child care operators' overhead through making municipal space available to them for no, nominal, or below-market rent

#### Provincial Government Actions

- Continue the rollout of the Universal Child Care program, which provides child care to families at a low, flat cost per day (currently \$10 per day)
- Examine opportunities to financially support child care operators through granting funds (e.g., for training and upgrading, for operating costs, for capital investment projects)

## SUPPORTING CHILD CARE WORKERS AND PROVIDERS

### Promote child care as a career to youth in the Cowichan region.

The space creation targets recommended by Malatest will require the creation of many full-time equivalency child care positions throughout the Cowichan region. As a result, there will be a large need in the region for qualified child care workers, particularly those with higher levels of qualifications (e.g., ECE, ECE with infant-toddler and/or special needs training).

#### Local Government Actions

- Promote child care work as a career through community programs and space (e.g., an ad campaign in recreation centers and local schools)

#### Provincial Government Actions

- Promote child care work, particularly the ECE qualification, through existing career promotion programs (e.g., the *Find Your Fit* tour has an ECE station, this tour could be brought to Cowichan region secondary schools)
- Consider expanding ECE programs at post-secondary institutions on Vancouver Island to ensure sufficient graduates to meet demand over the coming ten years

## Promote the ECE qualification, and ECE with special training, to current and potential child care workers.

During this research, Malatest heard from recent graduates of ECE programs that the ECE qualification itself was perceived to be financially burdensome, when considering the investment required and the anticipated pay of an ECE-qualified position. Many noted that it made more financial sense to seek a lower level of qualification, such as an ECE Assistant, because the difference in pay between the roles was not much different. In addition, many child care program operators noted that they faced significant challenges finding qualified staff, particularly ECEs and ECEs with infant-toddler and special needs training.

### Local Government Actions

- Consider creating a municipal grant to support upgrading to ECE and ECE with special training skills, for existing child care operators

### Provincial Government Actions

- Consider opportunities to reduce the financial burden of ECE qualifications (e.g., bursaries standard to all students in ECE programs, other) to make the qualification more attractive to potential students
- Promote upgrading of lower-level child care qualifications (e.g., Responsible Adult, ECE Assistant) to full ECE accreditation through targeted ad campaigns in child care programs at post-secondary institutions in B.C.
- Promote a higher wage for fully qualified ECEs, either as part of or in addition to the ongoing Universal Child Care program; may be accomplished through wage subsidies or other means to create a higher “floor” wage for ECEs

## Support ECEs in maintaining their credentials through affordable professional development opportunities.

Child care workers qualified as ECEs must participate in regular professional development in order to maintain their credential over time; this training is typically paid for by the individual, creating another barrier or disincentive for child care workers to pursue and/or maintain their full ECE qualification. Supporting ongoing professional development for ECEs can help to reduce this burden and better meet the need for qualified child care workers in the Cowichan region.

### Local Government Actions

- Consider creating a municipal child care resource position, which would (among other responsibilities) undertake polling of child care programs and help to organize local, affordable professional development opportunities for child care workers
- Consider creating a municipal grant to support ongoing ECE professional development training, for existing child care operators

### Provincial Government Actions

- Consider incentivizing regular professional development for ECEs through dedicated provincial grants available to all licensed child care operators in the Cowichan region

## IMPROVING QUALITY OF CHILD CARE

### Promote cultural diversity in child care centers.

The diversity of child care centers in the Cowichan region was rated poorly by both the general public and parents and caregivers of children, in this research. Diverse child care centers that reflect the communities in which they are located provide children with higher quality, more enriching care that promotes inclusive communities. As such, promoting cultural diversity should be a priority under the general initiative of improving quality of child care.

#### Local Government Actions

- Consider creating a municipal child care resource position, which would (among other responsibilities) regularly collect information on diversity within child care centers and promote best practices in diversity to child care centers
- Ensure affordable child care is available in all communities and neighbourhoods (see recommendations regarding placement of sites and space targets), to enable families to send their children to programs that are nearby and that are reflective of the diversity of their communities

#### Provincial Government Actions

- As the Universal Child Care program continues to roll out, consider incentives for children attending child care centers local to their homes, to ensure that child care centers reflect their communities

### Promote inclusion of children with extra support needs in child care programs.

Families of children with extra support needs can struggle to find spaces for their children in licensed child care programs, due to the additional resourcing and staffing required to accommodate these children. In particular, the need for specialized training for ECEs to provide care for children with additional support needs has resulted in limited qualified staff available at these child care programs, and high demand for care among the sites that are able to accommodate children with extra support needs.

#### Local Government Actions

- Consider creating a municipal grant fund to promote training and upgrading for child care workers, including obtaining training for ECEs to obtain their Special Needs qualification

#### Provincial Government Actions

- Consider creating a provincial grant fund to promote training and upgrading for child care workers, including obtaining training for ECEs to obtain their Special Needs qualification
- Promote the ECE-SN training designation among students and alumni of child care programs at Vancouver Island universities, through ad campaigns and other promotional materials

## Promote best practices in child care through monitoring and accountability measures.

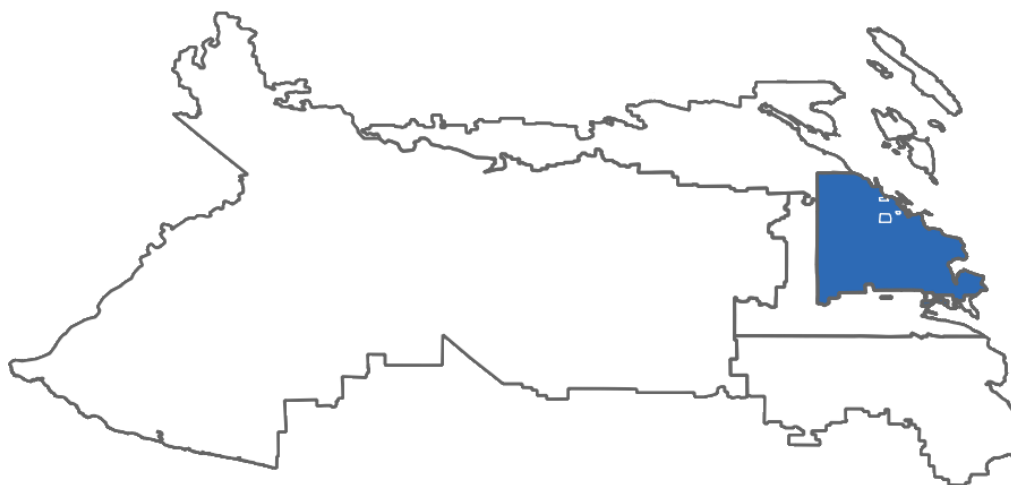
While most parents and caregivers in the survey for this research rated their own child care arrangements highly, overall perception of child care quality in the Cowichan region was middling. Promotion of standards and best practices in licensed child care can provide guidance to providers (particularly during periods of rapid expansion) and build public confidence in the quality of child care offered locally.

### Local Government Actions

- Consider creating a municipal child care resource position, which would (among other responsibilities) collect key performance indicators from local child care centers to monitor quality, and promote best practices through promotional materials and other initiatives

### Provincial Government Actions

- Create a set of key performance indicators for regular monitoring and measurement of child care quality
- Liaise with municipal child care resources to promote best practices endorsed by the provincial government, identify regional needs and provide support





This report summarizes the current and anticipated future child care needs in the Municipality of North Cowichan. The Municipality of North Cowichan is a sub-region of the Cowichan Valley Regional District (CVRD).




## MUNICIPALITY OF NORTH COWICHAN CONTEXT

In this section, population-level factors that impact child care needs are described. This includes summaries of population size, family demographics, income, cultural diversity, and childhood vulnerability.


### DEMOGRAPHY

The tables below summarize key trends in the Municipality of North Cowichan related to household composition, income, and cultural diversity.

Total Population		Households	Number of Households	Number of Households with Children
	Total	 The proportion of households with children in the Municipality of North Cowichan (33%) are approximately equal as those seen in the overall CVRD (34%), but lower than the provincial (39%) and national (41%) proportions of households with children.	Total	Total
	29,676		12,770	4,185

Family Structures		
 Dual-Parent Families	<p>Of all families with children in the Municipality of North Cowichan, 68% are led by two parents and 32% are led by a single parent. This is comparable to the family composition of the CVRD overall (68% of CVRD families are led by two parents, 32% by single parents). Slightly higher proportions of families with children are led by two parents across BC (73% are two-parent families, 27% lone-parent families) and Canada (72% two-parent families, 28% lone-parent families).</p> 	
<b>2,835</b> <b>(68%)</b> Total		
 Lone-Parent Families		
<b>1,350</b> <b>(32%)</b> Total		

Statistics Canada, 2016 Census of Population

	Income				
	Median Total Household Income	Median Total Income Of Couple Economic Families With Children <sup>38</sup>	Lone-Parent Economic Families' Median Income	Prevalence of Low Income (LIM-AT) <sup>39*</sup>	Prevalence of Low Income (LICO-AT)*
<b>Total</b>	<b>\$64,169<sup>†</sup></b>	<b>\$105,242<sup>†</sup></b>	<b>\$45,205<sup>†</sup></b>	<b>4,705 (16%)</b>	<b>2,035 (7%)</b>
<p>The median annual household income in the Municipality of North Cowichan is \$64,169. This amount is slightly lower than the median income across all of BC (\$69,995) and Canada (\$70,336).</p> <p>Rates of individuals falling within the low-income cut-off, after tax (LICO-AT) category (meaning that they are expected to spend 20 percentage points more of their income on food, shelter, and clothing compared to the average family) were 7%. This is identical to the LICO-AT rate for the overall CVRD (7%), and slightly lower than the national rate of 9% and the provincial rate of 11%. The low-income measure, after tax (LIM-AT) indicates whether a household takes in an income of 50% or less of the median income in their area (i.e., makes about one-half of what the average household, of similar composition, in their area does). In the Municipality of North Cowichan, approximately 16% of individuals qualify as low-income under the LIM-AT measure.</p>					

Statistics Canada, 2016 Census of Population


<sup>†</sup> These numbers were calculated as weighted averages of the medians of the three regions. These numbers are expected to provide a good estimate of central tendency, but may not reflect the true median of the full region.

\*It is important to note that these low-income measures capture the number and proportion of *individuals*, not *households*, falling within these low-income categories.

<sup>38</sup> "Economic family" refers to two or more persons living in the same home, related to each other by blood, marriage, common-law union, adoption, or a foster relationship. Cohabiting, unrelated adults (e.g., roommates) do not constitute an economic family, nor do single-person households.

<sup>39</sup> The Low Income Measure After Tax (LIM-AT) indicates whether a household receives 50% or less of the median household income in their region, adjusting for household size to accommodate that larger households have greater income needs.



	Cultural Diversity			
	Self-Identified Aboriginal <sup>40</sup>	Self-Identified First Nations <sup>41</sup>	Self-Identified Métis <sup>42</sup>	Self-Identified Immigrant
<b>Total</b>	<b>2,380 (8%)</b>	<b>1595 (5%)</b>	<b>680 (2%)</b>	<b>4,345 (15%)</b>
<p>Eight percent of residents of the Municipality of North Cowichan self-identified as Indigenous, 5% identified as First Nations, 2% identified as Métis, and 15% identified as immigrant status.</p> <p>The Municipality of North Cowichan has an Indigenous population that is proportionally lower than that of the overall CVRD (12%), but higher than BC (6%), and Canada (5%). In contrast, the proportion of the population that identify as immigrants is slightly higher than the overall CVRD (13%), and lower than BC (28%) and Canada (22%).</p>				
<b>Most Common Mother Tongue</b>				
English (90%)				
<b>Most Common Language Spoken at Home</b>				
English (96%)				
<p>While English is the most common first language, and most common language spoken at home, there were no other languages that predominated among non-English-primary speakers. There were a wide variety of languages other than English reported as being first languages and/or the language spoken most often at home. Given that there were such a wide variety of languages, with none predominating as a “second-most-common” language in the region, there are no recommendations for languages of focus for future child care programs.</p>				

Statistics Canada, 2016 Census of Population




<sup>40</sup> Self-identified Aboriginal, according to Statistics Canada’s Census counting methodology, includes all individuals who identify as First Nations, Métis, Inuit, or a combination thereof.

<sup>41</sup> Self-identified First Nations in this column represents the count of individuals in the 2016 Census who identified as being solely of First Nations descent (i.e., not having multiple Indigenous heritages such as Métis and First Nations).

<sup>42</sup> Self-identified Métis in this column represents the count of individuals in the 2016 Census who identified as being solely of Métis descent (i.e., not having multiple Indigenous heritages such as Métis and First Nations).

## CHILDHOOD VULNERABILITY

“Vulnerability” in this context refers to a child’s likelihood to experience poor health, education, and/or social outcomes. Childhood vulnerability is captured on a regular basis in B.C. through the Human Early Learning Partnership’s Early Development Instrument (EDI). This instrument measures five core domains of early child development and identifies, based on questionnaire scores, children who are vulnerable in these five areas.

	Vulnerability (EDI)				
	Percentage of Children Vulnerable	Overall BC Vulnerability One Or More Scales (Wave 7)			
Municipality of North Cowichan	33%	33%			
	Domain				
	Physical Health & Well-Being	Social Competence	Emotional Maturity	Language & Cognitive Development	Communication Skills
Municipality of North Cowichan	14%	12%	22%	7%	8%

The percentage of vulnerable children in the Municipality of North Cowichan is about the same as the provincial average for vulnerability on one or more scales based on the EDI Wave 7 data. Children were most likely to be vulnerable on the emotional maturity domain, with 22% of children scoring as vulnerable on this scale.

EDI Wave 7 (2017-19), Human Early Learning Partnership

\* Note: EDI data is based on school district boundaries. These boundaries do not directly map to the exact CVRD boundaries used for this report. Therefore, the EDI data presented in the table above are approximations for the areas that comprise the Municipality of North Cowichan, but are anticipated to be broadly representative of trends and needs in the region.

## CURRENT STATE OF CHILD CARE IN MUNICIPALITY OF NORTH COWICHAN

This subsection of the report will provide a summary of the current state of child care in the Municipality of North Cowichan, specifically focusing on the potential demand for child care from children aged birth to 12 years and the current supply of licensed child care spaces available.

### THE MUNICIPALITY OF NORTH COWICHAN CHILD CARE DEMAND FACTORS

Determining the need for child care is challenging given demand is influenced by a number of dynamic factors including, but not limited to, population and labour force participation rates over time. Initiatives such as the B.C. government's Universal Child Care Initiative will likely cause a significant increase in the demand for regulated child care as low-cost spaces are rolled out across the province, making licensed child care more affordable and accessible for a larger number of families.

### POPULATION FACTORS

The population of children (aged 12 years and younger) in the Municipality of North Cowichan is projected to decrease very slightly between 2020 and 2030; there is a projected decrease of about 8% over the ten-year period, or approximately a 1% decrease annually. These decreases are occurring mainly in the 3-5 and 6-12 year age groups, while the number of children aged 0-2 is anticipated to remain relatively stable over the next decade. A summary of population statistics for the Municipality of North Cowichan, broken age group can be found in Table MNC1.

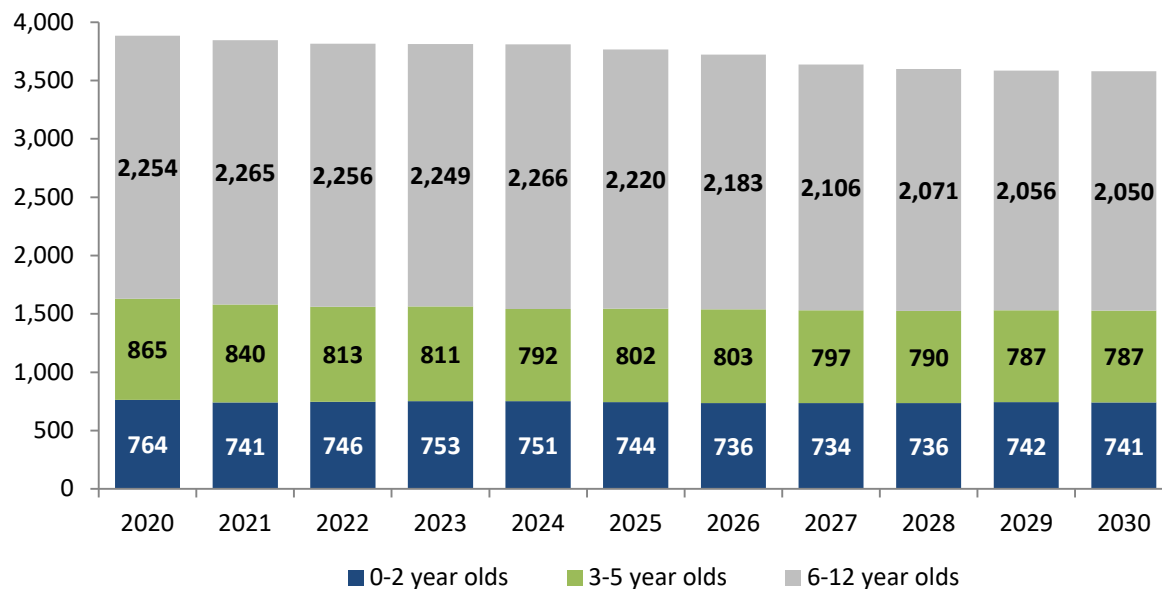
**Table MNC1: The Municipality of North Cowichan Population Projections, 2020-2030**

Area	2020	2025	2030	Change 2020-2030	Average Annual Change 2020-2030	Average Annual % Change 2020-2030
<b>Municipality of North Cowichan</b>						
Children 0-2 years	764	744	741	-23	-2	0%
Children 3-5 years	865	802	787	-78	-8	-1%
Children 6-12 years	2,254	2,220	2,050	-204	-20	-1%
<b>Total Children (0-12 years)</b>	<b>3,883</b>	<b>3,766</b>	<b>3,578</b>	<b>-305</b>	<b>-31</b>	<b>-1%</b>

Sources: Statistics Canada, 2016 Census of Population; 2020 PEOPLE Population Projection Data

These changes in child population in the Municipality of North Cowichan, from 2020 to 2030, are illustrated in Figure MNC1 below. As noted above, the overall decrease is relatively small – about 1% – but this represents a decrease of 305 children in the region over the next ten years.

**Figure MNC1: The Municipality of North Cowichan Projected Population Change, 2020-2030**



Sources: Statistics Canada, 2016 Census of Population; 2020 PEOPLE Population Projection Data

### UTILIZATION OF LICENSED CHILD CARE SPACES

The Municipality of North Cowichan is located within the South Vancouver Island service delivery area. The South Vancouver Island service delivery area includes not only all of the CVRD, but also Greater Victoria and other municipalities; this impacts the overall averages for the area. Breakdowns at a more granular level, such as CVRD alone, are not available.

Utilization rates provide a broad measure of the uptake of available child care services in a region. These numbers represent what proportion of *available* child care spaces are *being used*.<sup>43</sup> Utilization rates offer a proxy for the appropriateness of the amount and combination of types of child care spaces available. Efficient use of child care spaces will be reflected in high utilization rates, indicating that there are not “too many” spaces available for the number of families in a region that want to make use of child care. However, at very high utilization rates – in excess of 80% to 85% – finding child care becomes progressively more challenging for families, potentially impacting the ability to find a suitable child care space that is accessible and affordable to them.

Utilization rates for South Vancouver Island, alongside provincial and North Vancouver Island comparators, are shown in Table MNC2. South Vancouver Island’s utilization rate is similar to the provincial and North Vancouver Island comparators. Across all groups, utilization rate was very high for infant-toddler care in 2016-17, while utilization rate was lower for the 3-5 year age group, and lowest for the school-age group.

<sup>43</sup> A child care facility’s Utilization Rate is determined by dividing its total enrollments for the month by the number of times a child care space can be used in a month. Two part-time enrolments are assumed to be equivalent to one full-time enrollment; 100% utilization of one child care space is assumed to be 22 full-time equivalent enrollments in a month.

**Table MNC2: Average Monthly Child Care Space Utilization Rates, April 2016 through March 2017**

Service Delivery Area	Group Care, Infant/Toddler	Group Care, 3 to 5 years	Group Care, School Age	Total Group Care	Family Care	Total Group and Family Care
British Columbia	85%	74%	48%	70%	72%	71%
South Vancouver Island	87%	70%	42%	65%	72%	69%
North Vancouver Island	88%	62%	38%	62%	68%	63%

Source: Ministry of Children and Family Development. *Performance Management Report*. Volume 9 March 2017. Performance Indicator 1.01, Spare Capacity in Licensed Child Care Spaces. Retrieved from [https://www2.gov.bc.ca/assets/gov/family-and-social-supports/services-supports-for-parents-with-young-children/reporting-monitoring/00-public-ministry-reports/volume\\_9\\_mar\\_2017.pdf](https://www2.gov.bc.ca/assets/gov/family-and-social-supports/services-supports-for-parents-with-young-children/reporting-monitoring/00-public-ministry-reports/volume_9_mar_2017.pdf)

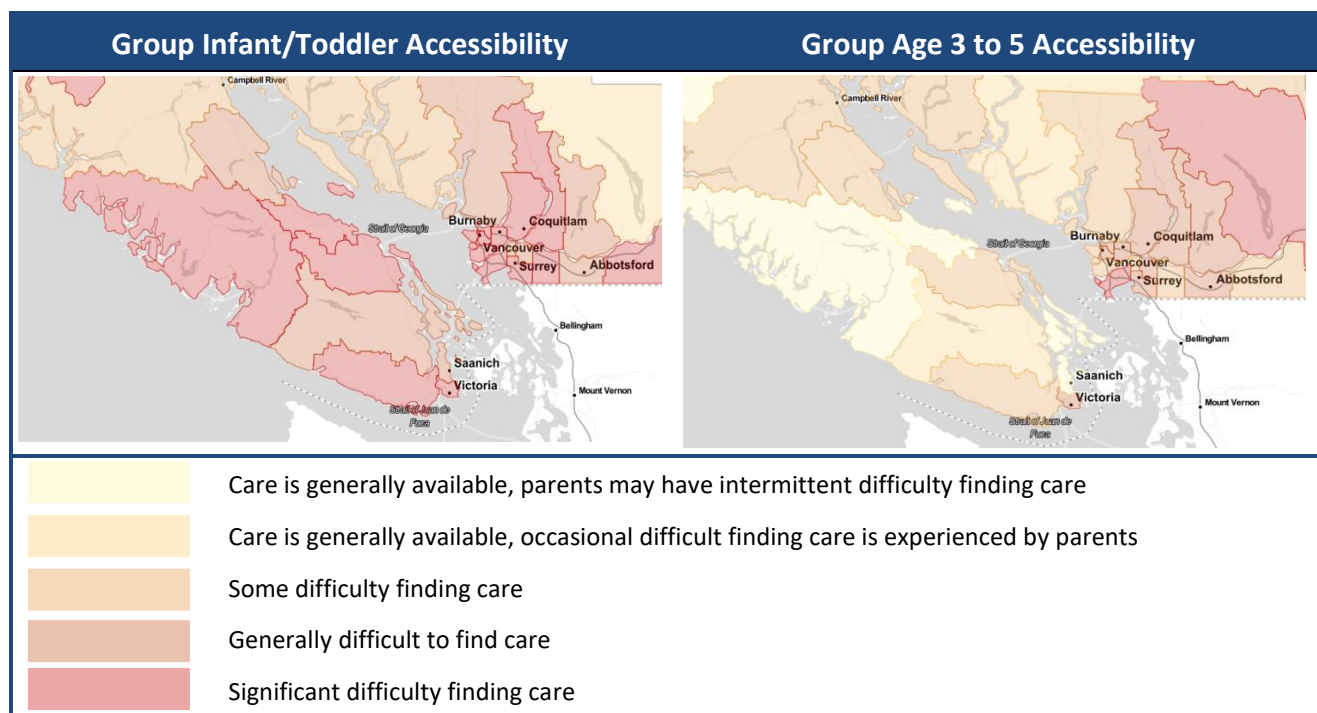
**Note:** 'Group Multi-Age' spaces have been excluded as it cannot be determined which spaces of a facility's reported enrolments are utilized, by age.

## THE MUNICIPALITY OF NORTH COWICHAN CHILD CARE SUPPLY FACTORS

The accessibility of licensed child care spaces for infant/toddlers and children aged 3-5 years across the Cowichan Region in general is illustrated in Figure MNC2. These maps, based on 2017/18 data, suggest that parents generally have difficulty finding group infant/toddler child care, whereas care for the 3-5 age group is generally available, with occasional difficulty experienced by parents.

This aligns with information on utilization rates available (utilization is about 70% for the 3-5 years group in South Vancouver Island). Findings from key informant interviews also stressed the pressing need for infant-toddler spaces, with less focus on the 3-5 years age group. This aligns with findings on current coverage rates in the Municipality of North Cowichan, which suggest that coverage for infants and toddlers is less than one-half of the coverage rate for preschool-aged children (15% coverage compared to 39% coverage, respectively).

**Figure MNC2: Accessibility of Licensed Child Care Spaces in the Cowichan Region, 2017-18**



Source: Ministry of Children and Family Development. Early Years Performance Indicators: 1.01 Accessibility of Licensed Child Care Spaces. Retrieved from <https://mcf.gov.bc.ca/reporting/services/early-years/performance-indicators>

### AVAILABILITY OF CHILD CARE IN THE MUNICIPALITY OF NORTH COWICHAN

There are currently a total of **792** licensed child care spaces across **50** programs in the Municipality of North Cowichan. Summaries of child care spaces and program type are below in Tables MNC3 and MNC4, respectively.

**Table MNC3: The Municipality of North Cowichan Licensed Child Care Spaces, 2020**

Group Care, Birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, School Age	Multi-Age Child Care	Family Child Care	In-Home Multi-Age Child Care	Total Spaces
Municipality of North Cowichan							
12	265	80	254	7	150	24	<b>792</b>

Sources: Union of BC Municipalities Community Child Care Planning Inventory; 2020 Cowichan Child Care Provider Survey, Winter 2019/20

**Table MNC4: The Municipality of North Cowichan Licensed Child Care Programs, 2020**

Group Care, Birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, School Age	Multi-Age Child Care	Family Child Care	In-Home Multi-Age Child Care	Total Programs
Municipality of North Cowichan							
1	10	4	9	1	22	3	50

Sources: Union of BC Municipalities Community Child Care Planning Inventory; 2020 Cowichan Child Care Provider Survey, Winter 2019/20

## THE MUNICIPALITY OF NORTH COWICHAN CHILD CARE COVERAGE RATES

Current child care coverage rates (i.e., the number of child care spaces per 100 children) were calculated using current population estimates for the Municipality of North Cowichan, and the number of licensed child care spaces currently available in the region. Within Canada, the ratio of child care spaces per 100 children aged 12 and under varies significantly by province. The national average in 2017 was 27.2 spaces per 100 children, while British Columbia's provincial average was considerably lower at 18.4 spaces per 100 children.<sup>44</sup>

Table MNC5 below summarizes the coverage rates, by age group, in the Municipality of North Cowichan.

**Table MNC5: The Municipality of North Cowichan Licensed Child Care Coverage Rates, 2020**

Age Group	Current Child Population	Current Number of Spaces	Current Estimated Coverage Rate
<i>All children 0-12 years</i>	<b>3,883</b>	<b>792</b>	<b>20.4</b>
Pre-school aged children, 0-5 years	1,629	448	27.5
Infant / Toddler children, 0-2 years	764	112	14.7
Preschool aged children, 3-5 years	865	336	38.8
School aged children, 6-12 years	2,254	344	15.3

Sources: Union of BC Municipalities Community Child Care Planning Inventory; 2020 PEOPLE Population Projection Data

There is little consensus or established benchmarks regarding what is a sufficient number of child care spaces within a region. The Canadian Centre for Policy Alternatives (CCPA) identifies forward sortation areas (FSAs) with one licensed child care spot per three (or more) children aged 0-5 years (i.e., 33% coverage), and a minimum of 50 children in that FSA, as a child care desert. Families living in child care deserts are anticipated to experience significant difficulty getting access to child care.<sup>45</sup> Currently, the

<sup>44</sup> Early Childhood Education and Care in Canada 2012 (9<sup>th</sup> edition, June 2013), Childcare Resource and Research Unit. Retrieved from [https://childcarecanada.org/sites/default/files/CRRU\\_ECEC\\_2012\\_revised\\_dec2013.pdf](https://childcarecanada.org/sites/default/files/CRRU_ECEC_2012_revised_dec2013.pdf)

<sup>45</sup> Macdonald, D. Child Care Deserts in Canada. Canadian Centre for Policy Alternatives (June 2018). Retrieved from <https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office/2018/06/Child%20Care%20Deserts.pdf>

Municipality of North Cowichan has a 15% coverage rate for children aged 0 to 2 years (infant-toddler group), qualifying it as a child care desert for that age group. Coverage is higher for the 3-5 years age group, at 39%. Coverage for the 6-12 age group is moderately high, at 15%.

**Currently there are 20.4 child care spaces for every 100 children aged 0-12 years in the Municipality of North Cowichan.**

## CHILD CARE QUALITY AND ACCESSIBILITY

In addition to review of the child care capacity and coverage rates, Malatest conducted survey and interview research with stakeholders to better understand local perceptions of the quality, accessibility, and affordability of child care in the Municipality of North Cowichan. Information about research participants, and key themes that emerged from this research, are discussed in this section.

### SUMMARY OF PARENT AND CAREGIVER SURVEY RESPONDENTS



n=106

#### Survey Completions

83% mothers  
33% aged 25-34 yrs  
55% 35-44 yrs



#### Relationship Status

84% had a partner  
or spouse



#### Family Size

39% had 1 child  
48% had 2 children  
13% had 3 or more children



#### Children

65% had children aged 0-5  
63% had children aged 6-12  
57% used child care



#### Language

95% English  
1% French



#### Cultural Diversity

4% Indigenous  
(self-identified)  
3% new to Canada



#### Education

13% college/trades  
41% university  
15% post-graduate



#### Income

18% less than \$40,000  
23% \$40,000 - \$70,000  
41% \$100,000 or more



#### Work Status (respondent)

5140% full-time  
16% part-time



#### Work Status (partner/spouse)

81% full-time  
7% part-time



#### Shift Work

45% respondents and/or  
their partner/spouse



#### Benefits

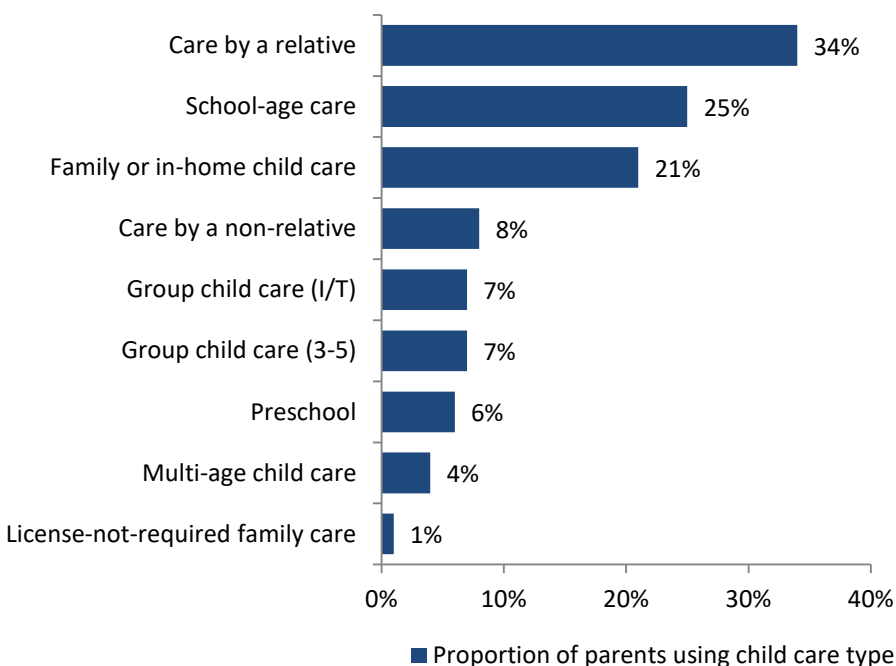
27% BC Affordable Child Care  
5% BC Income Assistance  
89% Canada Child Benefit

Source: 2020 Cowichan Child Care Parent and Caregiver Survey, n=106. Not all response options are shown.



Of the 106 parent/caregiver respondents, more than one-half (57%, n=56) reported using child care, and of these respondents used all care types (see Figure MNC3). Care by a relative was the primary care type used in the Municipality of North Cowichan (34%, n=36).

**Figure MNC3: Child Care Use by Care Type, the Municipality of North Cowichan Respondents**



Source: Cowichan Valley Child Care Parent and Caregiver Survey, n=56. This question allowed for multiple responses, therefore percentages may add up to more than 100%.

## KEY THEMES FROM COMMUNITY STAKEHOLDER ENGAGEMENT

Three key themes emerged from surveying and interviewing community stakeholders regarding child care in the Municipality of North Cowichan: availability, affordability, and quality of child care.

### AVAILABILITY OF CHILD CARE

Across all stakeholder groups, there was a consensus that more child care spaces are needed. Ninety-five percent (n=20) of child care providers in the Municipality of North Cowichan reported a need for more child care spaces.

*[There is a] huge need in our community for infant and toddler spaces.*

Currently, more than two-thirds of respondent child care providers in the Municipality of North Cowichan report having a waitlist at their center (68%, n=15). When asked about the number of spaces needed, three-quarters of providers (75%, n=12) recommended doubling the number of current spaces in the area.

Cost, availability, and other accessibility factors are less of a concern among parents and caregivers in the Municipality of North Cowichan, relative to other areas of the CVRD. Slightly more than one in ten parent

and caregiver respondents from the Municipality of North Cowichan reported that cost was their reason for not using child care (14%, n=6), or that availability was the main barrier to child care (14%, n=6). However, 41% of all respondents (n=43) in the Municipality of North Cowichan reported that cost was a barrier to accessing their *preferred* choice of child care, and 53% (n=56) reported that availability of spaces was a barrier to their preferred type of child care.

All groups agreed that infant and toddler spaces are particularly needed, followed by after-school care spaces. Increasing the availability of child care for children with extra support needs was also identified as a priority among all groups. Slightly more than three-quarters of child care provider respondents in the Municipality of North Cowichan (76%, n=16) currently are able to care for children with additional support needs. As a result, available child care spaces are scarcer for children with additional support needs. Only one-third of parents and caregivers (34%, n=30) agreed with the statement, “Child care options in the Cowichan region provide all the services / supports necessary for children to succeed.”

*Children with extra support needs [such as language and speech] tend to be underserved.*

Key informants echoed these findings, and pointed out that there is not enough Support Child Development (SCD) funding available to support the children currently in care. For this reason, these interviewees questioned the benefits of additional spaces on the already-strained services in the region. Stakeholders also noted a lack of support workers who are able and/or willing to work contracted support hours.

Stakeholders shared stories of programs being unable to take on children requiring extra supports, due to insufficient numbers of trained educators or additional support staff. A small number of parents and caregivers in the Municipality of North Cowichan (3%, n=3) said that a barrier to accessing their preferred type of child care was that local care could not meet their child’s extra support needs.

In addition to a lack of spaces, all stakeholder groups expressed a need for more flexible options in the hours when care is available. However, within the Municipality of North Cowichan, this was not recognized as a need by most child care providers. Less than one-half of survey respondents believed that early morning hours were needed by local families (48%, n=15), and less than one third believed that later evening hours were needed (32%, n=10). Slightly more than one-half of respondents (55%, n=17) did believe there was a need for hours before and after school and during school closures.

*Earlier start times for daycare would allow me to work more and would help all shift workers.*

Finally, lack of public transportation to child care centres was noted as a challenge to accessibility of child care. The scarcity of child care spaces across the Cowichan region doesn’t allow parents and caregivers the option to select a child care site within walking distance from home, leaving it up to parents and caregivers to find ways to reach facilities that may be a long distance from their home and/or place of work. For those without reliable access to a personal vehicle, this creates an additional hurdle to accessing child care.

## AFFORDABILITY OF CHILD CARE

All stakeholder groups and key informants agreed that child care is too expensive for many families. Participants believed that access to more affordable child care would have benefits for parents and caregivers in a number of areas. These included:

- Improve parents' and caregivers' chances to gain employment (22% of parents/caregivers, n=23; 52% of the general population, n=49);
- Allow parents and caregivers to work more hours (33% of parents/caregivers, n=35);
- Reduce parents' and caregivers' absences at work (33% of parents/caregivers, n=35; 59% of the general population, n=56); and
- Allow parents and caregivers to improve their education, or update their training and/or credentials (26% of parents/caregiver, n=28).

One-half of general population respondents (52%, n=44) indicated that lowering child care fees would result in increased economic prosperity. Majorities of parents and caregivers (61%, n=65) and the general population (78%, n=74) agreed that low-cost child care would have a number of non-economic benefits, such as reduced stress on families and overall better mental wellness.

Key informants stated that affordability of child care is a common concern among families they serve. These interviewees shared stories of many families, especially young parents, not being able to find child care even if they could afford it. Qualifying for child care was also noted as a concern, particularly for parents who are not employed or are attending school, and therefore cannot qualify for subsidies.

## QUALITY OF CHILD CARE

Slightly more than one-half of general population survey respondents (53%, n=35) agreed that "child care options in the Cowichan region offer quality child care." Less than one-half of parents and caregivers in the North Cowichan region (46%, n=49) agreed with the statement. However, a higher proportion of parents and caregivers – 59% (n=62) – reported being satisfied with the quality of their personal child care arrangements. Key informants spoke highly of the quality of child care in the region.

Inclusivity, a common indicator of child care quality, is defined as the extent to which a child care site is inclusive of children of all abilities (including those with extra support needs) and incorporating the diversity of the community. Minorities of general population respondents (37%, n=35) and parents and caregivers (25%, n=26) agreed that child care options in the Cowichan region are inclusive in terms of children's abilities. A slightly higher proportion of parents and caregivers (41%, n=27), and less than one-half of the general population (33%, n=35) agreed that child care options reflect the diversity of the community. These findings suggest that inclusivity of child care could be an area for further improvement.

The quality of a child care centre is also impacted by the quality of the individuals who work there. Over one-half of child care providers (55%, n=17) believed that increased wages and a greater availability of qualified staff would improve the quality of child care in their area. In addition, key informants felt non-licensed care can hinder child care quality and if more care centres are added, they should be licensed.

## CHALLENGES FOR CHILD CARE PROVIDERS

*The number one issue is finding and retaining good quality staff.*

Child care providers identified staffing as their primary challenge in providing child care. In particular, providers noted challenges with hiring qualified staff (52%, n=16). Similar issues were raised regarding potential challenges to expanding existing child care centres. These participants noted that it was a challenge to find an available labour pool of well-trained staff (36%, n=11 identified this as an issue) and to offer wages at the level needed to attract and retain these qualified staff (29%, n=9 identified this as an issue). However,

many felt that an increased availability of early childhood educators would motivate them to increase the number of child care spaces at their facility.

A majority of stakeholders echoed the sentiments expressed by child care providers, regarding current staffing issues in the industry. There was consensus among all groups that increased compensation would encourage more people to pursue education in, and join, the child care profession as they could expect to be fairly compensated for their work.

*[There is a] lack of people motivated to open a daycare, as it is a lot of work for little pay.*

*In Cowichan there are several municipal boundaries and capacity issues. Regional districts haven't had child care on their agendas and tightening budgets make it more difficult to add new services or expand existing ones.*

Child care providers in the CVRD identified some other important areas that could influence child care sites' willingness to increase their capacity. Barriers to increasing the number of spaces included:

- The need for more physical space (32%, n=10); and
- More funding (42%, n=13).

More governance was also thought to be needed over unlicensed child care. Concerns were raised from stakeholders that these unlicensed centres get the same access to government funding as licensed child care centres, and they charge the same or more than licensed centre, yet their quality may often not be equivalent.

## FUTURE CHILD CARE TARGETS

Based on anticipated future need for child care in the Municipality of North Cowichan, Malatest has developed a series of targets for increasing the supply of licensed child care spaces in the region.

Recommendations include:

- Number of child care spaces needed, by age group and care type, over the next ten years to meet changing demographics and anticipated change in demand;
- Number of child care programs needed to accommodate these spaces;
- Space needs for recommended programs (i.e., interior and exterior space requirements to accommodate children in the identified programs);
- Potential sites in the Municipality of North Cowichan, where additional needed programs could be located; and
- Staffing needs to accommodate the increased number of programs and spaces recommended.

## SPACE CREATION TARGETS

This subsection of the report provides short-, medium-, and long-term child care space creation targets for the Municipality of North Cowichan.

Space creation targets for each of the child care age groups were calculated by multiplying projected populations for each age group (taken from BC Stats' PEOPLE Population projections) by target coverage rates for these age groups. Target coverage rates were decided based on multiple factors: available recommendations for best practice in existing literature, the experience of other jurisdictions in providing child care, and estimates of unmet need for each age group within the CVRD based on survey and interview data. Baseline target coverage rates for each of the age groups were:

- 55% for the 0-2 years age group;
- 85% for the 3-5 years age group; and
- 20% for the 6-12 years age group.

These target coverage rates were baselines only, and were adjusted for each community as appropriate based on anticipated unmet need as well as findings from key informant interviews. For more information on how these targets were arrived at, please refer to the Methodology Section of the Final Report prepared for this project.

These targets identify the number of child care spaces required to support the projected population of the Municipality of North Cowichan over the next ten years (see Table MNC6). Space creation targets result in large increases in spaces across all age groups, with the highest increase in infant-toddler spaces. Overall, the Municipality of North Cowichan is recommended to aim for large space creation targets due to its high population of children and, therefore, high numbers of spaces needed to reach coverage rate targets.

**Table MNC6: Total Target Child Care Spaces by Age Group, the Municipality of North Cowichan, 2020-2030**

Year	Spaces Children 0-2 years	Spaces Children 3-5 years	Total Spaces Children 0-5 years	Spaces Children 6-12 years	Total Spaces Children 0-12 years
2020	112	336	448	344	<b>792</b>
2021	126	344	470	362	<b>833</b>
2022	149	350	499	383	<b>883</b>
2025	193	385	578	422	<b>1,000</b>
2030	245	419	663	429	<b>1,093</b>

Sources: Union of BC Municipalities Community Child Care Planning Inventory (2020 spaces only); 2020 PEOPLE Population Projection Data

**Space creation targets for 2030 require 301 new spaces over ten years: 133 for infant-toddler, 83 for preschool ages, and 85 for school-aged children.**

Table MNC7 provides a summary of how these required spaces could be broken down by child care type; numbers in brackets in each cell indicate the increase in spaces relative to the previous column's year. It is important to note that very small increases in family and in-home multi-age child care were projected, due to the fact that these operations have low capacity numbers and most in the region are already serving as many children as possible. The only way to substantially increase child care spots in these types of programs would be for child care operators to open their own in-home facilities, which is considerably more challenging to promote and incentivize than adding capacity to other types of child care sites.

**Table MNC7: Total Target Child Care Spaces by Type of Care, the Municipality of North Cowichan, 2020-2030**

Type of Care	2020 Supply	Estimated Short-Term Need, 2021*	Estimated Short-Term Need, 2022*	Estimated Medium-Term Need, 2025*	Estimated Long-Term Need, 2030*
Group Child Care (Birth to 36 months)	12	18 (+6)	28 (+10)	46 (+18)	74 (+28)
Group Child Care (30 months to school age)	265	278 (+13)	298 (+20)	340 (+42)	389 (+49)
Licensed Preschool	80	86 (+6)	88 (+2)	96 (+8)	105 (+9)
Group Child Care (School age)	254	270 (+16)	288 (+18)	337 (+49)	343 (+6)
Multi-Age Child Care	7	7 (-)	7 (-)	7 (-)	7 (-)
Family Child Care	150	150 (-)	150 (-)	150 (-)	150 (-)
In-Home Multi-Age Child Care	24	24 (-)	24 (-)	24 (-)	24 (-)
<b>Total Child Care Spaces</b>	<b>792</b>	<b>833</b>	<b>883</b>	<b>1,000</b>	<b>1,092</b>

Source: Union of BC Municipalities Community Child Care Planning Inventory (2020 spaces only)

\*Consultant estimates

Figures in brackets indicate net change in space numbers between the column's year targets and the previous column's year targets.

It is important to note that, over the course of this project, School District 79 has committed to creating 201 new child care spaces. None of these have been dedicated for creation in the Municipality of North Cowichan, so the numbers above may be helpful as guidelines for future child care space creation targets. The influence of the creation of child care spaces in regions adjacent to the Municipality of North Cowichan, however, may have an impact on local families' needs for child care within the Municipality of North Cowichan proper.

Finally, Table MNC8 provides a summary of the overall increase in coverage rates, from 2020 to 2030, based on recommended space creation targets and population projections for these age groups. As can be seen in the table, childcare space creation targets proposed by Malatest result in the largest improvements targeted at the 0-2 years age group, with a similarly-sized increase for children aged 3-5 and a smaller increase for the 6-12 years age group.

**Table MNC8: Change in Proportional Child Care Coverage, the Municipality of North Cowichan, 2020-2030**

Age Group	2020	2030	Percentage Point Change
0-5 years	28%	43%	+15 pts
0-2 years	15%	33%	+18 pts
3-5 years	39%	53%	+14 pts
6-12 years	15%	21%	+6 pts
<b>Overall Coverage Rate: 0-12 years</b>	<b>20%</b>	<b>31%</b>	<b>+11 pts</b>

## PROGRAM CREATION AND SITE LOCATION NEEDS

In addition to estimating the need for individual child care spaces, by age group and care type, over the next decade, Malatest developed estimates and recommendations on creation of child care programs to accommodate these additional spaces, and identified potential sites that could be used to house these additional child care programs. These estimates and recommendations are discussed in the sub-sections below.

### PROGRAM CREATION

Malatest used its recommendations for space creation targets, by care type, to identify the number of additional programs that will be needed to accommodate these targets. In calculating the number of additional programs needed, the following assumptions or parameters were used:

- All programs will be fully subscribed to the legal maximums prescribed by the provincial government; and
- Where partial programs are needed (e.g., calculation indicated a need for 4.35 programs), number of needed programs were always rounded up to accommodate legal requirements for the *maximum* number of children in a program.

As a result of these approaches, these recommendations for additional programs needed should be taken as the minimum required to meet the space creation targets identified, but will also provide a small amount of additional capacity for more spaces if needed by the community.

Further, it is important to note that Malatest has delineated a difference between *programs* and *sites*. “Program” refers to each licensed child care program that serves up to its maximum number of children. “Site” refers to the physical location (building and outdoor space) that serves one or more programs. Many of the larger child care operators host multiple programs at their site; for example, a child care operator who reports 24 spaces for infant-toddler group care hosts two programs, as the maximum number of children who can be served by that care type in a single program is 12.

Given that the UBCM inventory does not break down the number of programs at a specific site in this manner, the number of sites in 2020 is a best estimate based on the number of spaces that each operator reports offering and the applicable legal maximum enrolments for each type of care. It is also important to note that staffing shortages may be limiting the ability of sites to operate at their maximum potential capacity. For example, while the maximum number of children in a licensed preschool program is 20, there is also a requirement that there be a minimum of one ECE or ECE assistant for every ten children (with at



least one full ECE required for every program). Therefore, it should not be assumed that simply because a site appears to have unfilled spaces based on potential maximum capacity, these sites could start meeting an increase in demand immediately.

Finally, it is important to note that although in some cases, there are negative net gains in programs between 2020 and 2030 based on Malatest's recommendations, this should not be taken as a blanket recommendation to completely shutter child care programs or whole sites. Closure of child care sites would likely result in backlash from families in the community, and closure of sites in already poorly served areas could result in *no* child care sites being available to some families within a reasonable distance. Therefore, where there is potential to close child care programs, municipalities and electoral areas should consider:

1. Whether there is an opportunity to reduce the number of programs within a single site (e.g., if a child care center currently operates the equivalent of two preschool-aged group care programs, could this be reduced to one in order to maintain access within the geographic area while still reducing the number of spaces?),
2. Whether closures would put hardship on the local community or neighbourhood to find alternative child care options, and
3. If there are opportunities to re-purpose program closures to offer other needed programs (e.g., if the preschool-aged group care is over-served, but additional programs are needed for birth to 36 months group care, can that program space be altered to serve a different group rather than shut down altogether?).

With these considerations in mind, Table MNC9 summarizes the changing needs for child care programs in the Municipality of North Cowichan over the next ten years. The largest increase is recommended for group infant-toddler care, with six new programs needed by 2030. Group care for children 30 months to school age, and licensed preschools, also have recommended increases in number of programs. The family care type does not recommend changes in overall number of spaces, but *does* recommend a reduction in number of programs overall; this is due to a number of family care programs throughout the Municipality of North Cowichan not being fully subscribed and, therefore, there are opportunities to increase efficiency by closing and consolidating some of these programs. However, Malatest recognizes that this would likely be a highly unpopular move with families that use these programs, and may not be an appropriate choice for the region. Instead, surplus capacity at these sites may be helpful to maintain as “overflow” options while efforts are made to increase coverage rates and capacity in other care types.

**Table MNC9: Change in Need for Child Care Programs, the Municipality of North Cowichan, 2020-2030**

	Group Care, Birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, School Age	Multi-Age Care	Family Care	In-Home Multi-Age Care
2020 Spaces Reported	12	265	80	254	7	150	24
2020 Programs	1	13	5	13	1	22	4
2030 Target Spaces*	74	389	105	343	7	150	24
2030 Programs Needed*	7	16	6	13	1	19	4
2030 Net Program Gain	6	3	1	0	0	-3	0

Source: Union of BC Municipalities Community Child Care Planning Inventory (2020 spaces and programs only)

\*Consultant estimates

### PROGRAM SPACE NEEDS

Each child care program is required to meet certain minimum space requirements, to ensure adequate area for care, activities, and enrichment for children served by the program. Based on the number of additional child care programs identified as needed in each sub-region of the CVRD, Malatest has calculated the amount of additional space – interior and exterior – needed to accommodate these additional programs. Below is a list of assumptions and limitations should be kept in mind when reviewing the estimates of additional space needed.

- Calculation of additional space needed for each program type was calculated based on provincial minimum requirements. These recommendations should be considered the *minimum* needed to legally open and operate the recommended child care programs.
- Malatest has assumed that all programs will be operating at maximum capacity, therefore calculation of site size was based on per-child space requirements at the maximum number of children allowable in a single program.
- There are different maximum program enrollments by age within the school-aged group care program; these programs may serve up to 25 children in the K-Grade 2 age group, and up to 30 children older than that. Malatest's calculations for space requirements for these programs are based on a "middle ground" assumption of enrollment at 28 children per program.
- Exterior space requirements for preschool and school-aged group care programs, as well as home-based care programs, specify that an exterior activity area must exist, but do not give space requirements. Malatest has maintained the general requirement of 7 m<sup>2</sup> per child that exists for other group care programs, to create estimates, however it should be noted that municipalities and electoral areas may have flexibility for these program types in terms of the exact size of outdoor activity areas.
- Provincial interior space minimums do not account for non-activity areas that may be required, such as hallways, janitorial closets, washrooms, and kitchens. Malatest has added a 25% allowance to interior space calculations to accommodate for these other spaces, based on recommendations from the City of Richmond's Child Care Design Guidelines.

- There are provincial allowances for some co-located programs to share required non-activity areas such as kitchen facilities and janitorial closets. This is an opportunity to reduce the total amount of space needed to meet new program requirements and maximize efficient use of available sites. However, given insufficient information available to Malatest regarding the total size of potential child care sites and thus the ability to co-locate programs at single sites, Malatest has not assumed that programs will be co-located and so the space recommendations here may be slightly higher than actual needs.
- Exterior space requirements account for activity areas accessible to children only. These exterior space requirements do not account for other space that may be required under applicable bylaws such as set-backs, parking spaces, or pick-up and drop-off areas.

With these considerations in mind, Table MNC10 summarizes program space needs by program type. Space needs are given for each program (columns three and four), and overall space needs to accommodate all needed programs of that type (columns five and six).

**Table MNC10: Interior and Exterior Space Needs to Serve Recommended Program Creation, 2030**

Care Type	New Sites Needed by 2030	Interior Floor Space per Program	Exterior Activity Space per Program	Total Interior Space Needed, All Programs	Total Exterior Space Needed, All Programs
Group care, birth to 36 months	6	55.5	84.0	333.0	504.0
Group care, 30 months to school age	3	115.6	175.0	346.9	525.0
Licensed Preschool	1	92.5	140.0	92.5	140.0
Group care, school age	0	103.1	192.5	0.0	0.0
Multi-Age Care	0	37.0	56.0	0.0	0.0
Family Child Care	-3	32.4	49.0	-97.1	-147.0
In-Home Multi-Age Care	0	37.0	56.0	0.0	0.0

Reference: *Community Care and Assisted Living Act*. Child Care Licensing Regulation. Retrieved from [http://www.bclaws.ca/civix/document/id/loo70/loo70/12\\_319\\_89](http://www.bclaws.ca/civix/document/id/loo70/loo70/12_319_89)

## POTENTIAL CHILD CARE SITES

Malatest has identified a number of potential sites for housing new child care programs throughout the Municipality of North Cowichan. The following maps illustrate the location of existing child care locations (represented by circles), and locations of potential future child care sites (represented by triangles) in the Municipality of North Cowichan.

It is important to note that Malatest did not assess potential future child care sites for their suitability for different types of child care programs. A number of issues that could not be addressed in the data that Malatest had available should be examined prior to making any final decisions about the suitability of potential sites, including:

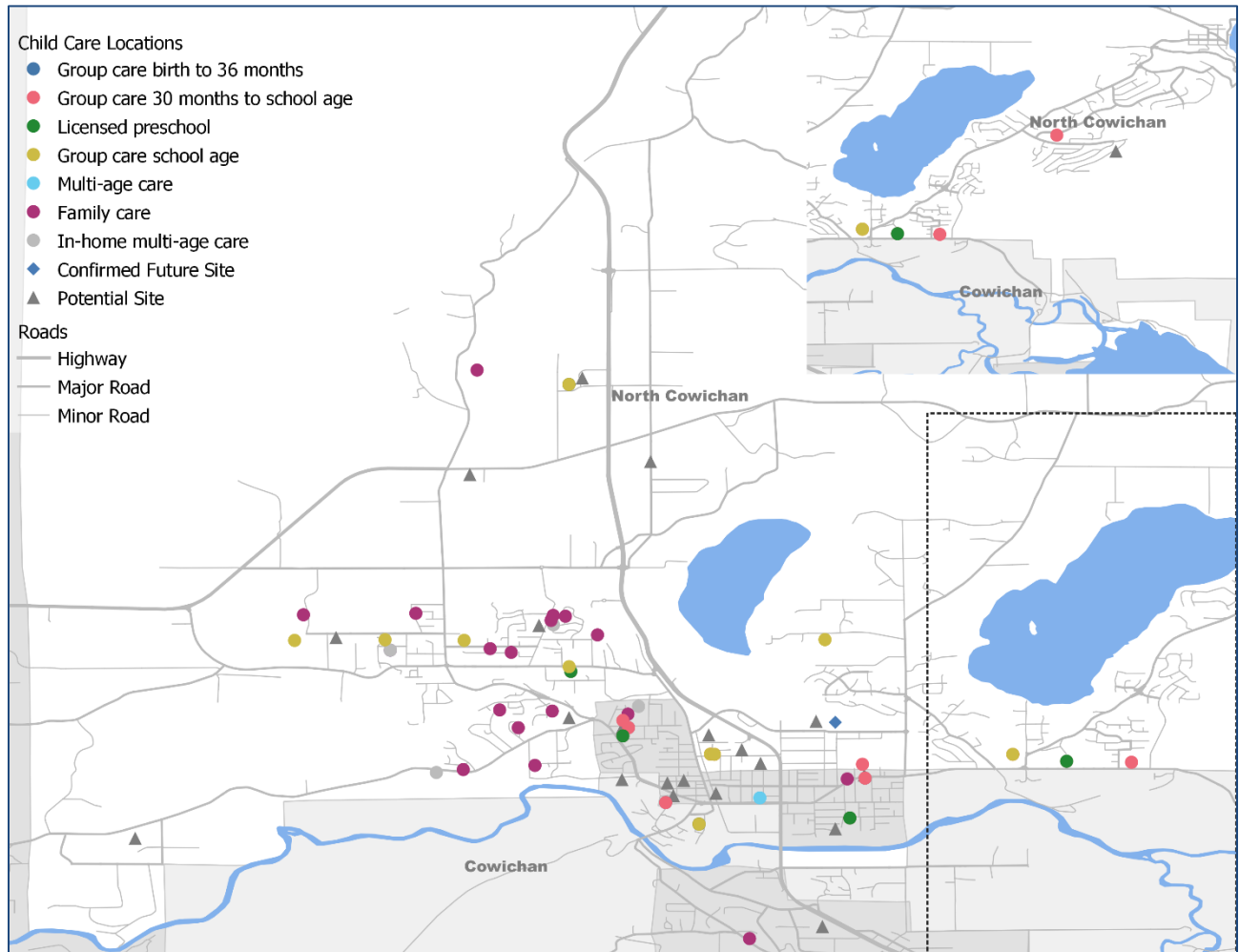
- Interior and exterior floor space available, and whether there is sufficient space to meet minimum requirements for the intended care program(s);

- Building remediation and upgrading needs, whether it will be cost-efficient to make the building suitable for child care programs if such improvements are needed;
- Ability of municipalities and partner organizations to negotiate sale or leasing agreements with current property owners; and
- Accessibility of potential sites to likely child care users (e.g., whether the site is easily accessible by public transit, whether it would serve an area or neighbourhood that is currently under-served by child care programs, etc.).

**Figure MNC4: Current and Potential Future Child Care Sites, MNC North**



**Figure MNC5: Current and Potential Future Child Care Sites, MNC South**



## STAFFING NEEDS FOR FUTURE CHILD CARE PROGRAMS

Finally, as noted previously, the ability to offer child care spaces is limited not only by physical space at a site, but also by the number of staff available to supervise and care for children. Minimum staffing requirements are established by the provincial government and are applicable to all licensed child care programs, although requirements vary by program type.

Malatest has calculated the number of staff that will be needed to serve the new programs and number of new spaces recommended to be created in the Cowichan region by 2030. When calculating these requirements, the following assumptions were made:

- All programs recommended for creation will be fully subscribed;
- All programs will be staffed at the minimum qualification level required by the provincial government (e.g., if a program requires one ECE and one ECE assistant, Malatest assumed that the second staff member is qualified at the ECE assistant level and the program does not employ two full ECEs); and
- All staff work full-time (i.e., these are full-time equivalency, or FTE, positions).

It should also be noted that Malatest did not undertake a comprehensive labour market analysis of child care workers in the Cowichan region. Typically, forecasting for future labour market need would encompass surveying employers regarding not only their current number of employees and qualification levels, but also the ages and expected retirements of these employees, employee turnover rate, and other metrics that can be used to create a comprehensive forecast of labour market trends over the medium- to long-term. Although Malatest has calculated the anticipated number of new FTE positions that will be created by creating additional child care spaces and, thus, new child care programs, this forecast does not account for potential complicating factors in workforce needs such as coming retirements, “burnout rate” where workers – particularly those in caregiving work – leave the profession entirely, in- and out-migration of qualified workers in the region, and other factors that can impact labour markets beyond simply graduation rates from eligible programs and positions available in the region.

With these considerations in mind, Table MNC11 summarizes the total needed child care workers, by qualification level, by 2030. Included in the table are both total labour pool needs in the Municipality of North Cowichan, and the anticipated number of new FTE positions that will be created by the recommended increase in spaces by 2030.

The Municipality of North Cowichan is expected to see very large increases in demand for child care workers with ECE Infant-Toddler qualifications (six additional FTE positions by 2030), ECE qualifications (ten additional FTE positions by 2030), and ECE Assistant qualifications (sixteen additional FTE positions by 2030). At the same time, there is an anticipated decrease in demand for workers with the Responsible Adult qualification; this represents an opportunity for some of these workers to upgrade their credentials to fill the anticipated workforce needs for ECE Assistants and full ECEs.

**Table MNC11: Child Care Worker Needs by Qualification Level, the Municipality of North Cowichan, 2030**

	Group Care, birth to 36 months	Group Care, 30 months to school age	Licensed Preschool	Group Care, school age	Multi-Age Care	Family Child Care	In-Home Multi-Age Care	<i>Total Staffing Requirements</i>
<b>Total 2030 Programs Needed</b>	<b>7</b>	<b>16</b>	<b>6</b>	<b>13</b>	<b>1</b>	<b>19</b>	<b>4</b>	<b>-</b>
<b>Gain in Programs by 2030</b>	<b>6</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>-3</b>	<b>0</b>	<b>-</b>
<b>Total ECE Infant-Toddler Needed</b>	7	0	0	0	0	0	0	<b>7</b>
<b>Gain in ECE Infant-Toddler Needed</b>	6	0	0	0	0	0	0	<b>6</b>
<b>Total ECE Needed</b>	7	16	6	0	1	0	4	<b>34</b>
<b>Gain in ECE Needed</b>	6	3	1	0	0	0	0	<b>10</b>
<b>Total ECE Assistant Needed</b>	7	48	6	0	0	0	0	<b>61</b>
<b>Gain in ECE Assistant Needed</b>	6	9	1	0	0	0	0	<b>16</b>
<b>Total Responsible Adult Needed</b>	0	0	0	39	0	19	0	<b>58</b>
<b>Gain in Responsible Adult Needed</b>	0	0	0	0	0	-3	0	<b>-3</b>

## MUNICIPAL BYLAWS, RESOURCES, AND PLANS

While a number of areas for potential improvement and expansion of child care in the Municipality of North Cowichan have been identified in this report, these suggestions should be considered within the context of broader municipal or regional needs, priorities, and plans. There are a number of areas under municipal jurisdiction, such as zoning and business licensing, that can be leveraged to support strong child care growth initiatives.

Table MNC12 below summarizes the types of municipal approaches that can have an impact on child care availability, affordability, and accessibility in a region. The right-most column indicates whether the Municipality of North Cowichan has undertaken such an approach to date.

Approach	Impacts on Child Care Access	Municipality of North Cowichan
<i>Strategies, Plans, and Policies</i>		
Child Care Strategy or Policy	<ul style="list-style-type: none"> <li>• Acknowledges child care as fundamental to supporting healthy children and communities</li> <li>• Provides guiding principles for municipal governments when working individually, with other levels of government, and/or with businesses and non-profit organizations; guiding principles help ensure that various initiatives and efforts are complementary and support one another</li> </ul>	
Child care addressed in Official Community Plan	<ul style="list-style-type: none"> <li>• Ensures that child care facilities and businesses are incorporated into long-term community development goals, land use planning, and business licensing practices</li> </ul>	✓
Child care addressed in Social Plan	<ul style="list-style-type: none"> <li>• Acknowledges links among social inequities and access to child care (e.g., poverty, gendered differences in labour force participation)</li> <li>• Provides guiding principles on creation and implementation of child care policies that address, or do not exacerbate, existing social inequities</li> </ul>	
Child care considered a community amenity	<ul style="list-style-type: none"> <li>• Creates incentives for local government to approve appropriate zoning and business licensing for child care throughout region / city</li> <li>• If voluntary amenity contributions are available to developers, child care as an amenity incentivizes and leverages private capital to serve the community's child care needs</li> </ul>	



Approach	Impacts on Child Care Access	Municipality of North Cowichan
<i>Municipal Resources</i>		
Municipal building space available for child care (any cost structure)	<ul style="list-style-type: none"> <li>Deliberate set-asides for child care space can reduce market competition for operators and ensure availability of space</li> </ul>	
Municipal grants for child care operating costs	<ul style="list-style-type: none"> <li>Can provide funding to sustain specific child care operations, ensuring that specific communities maintain a minimum level of access</li> <li>Grants at a municipal level allow for funding to be targeted to better meet specific community needs (more targeted than provincial operating grants)</li> </ul>	
Municipal grants for child care capital projects	<ul style="list-style-type: none"> <li>Can encourage creation or expansion of child care facilities in specific communities / neighbourhoods to meet community needs</li> <li>Can help operators leverage private equity / investment that otherwise would not be sufficient to accomplish capital project</li> <li>Creates physical space to support creation of needed child care spots</li> </ul>	
Child care design guidelines available to child care operators	<ul style="list-style-type: none"> <li>Clarifies requirements on child care facilities for operators, reducing confusion and facilitating capital projects</li> <li>Can promote best practices or community goals through design guidelines and recommendations</li> </ul>	
Child care information documents for residents	<ul style="list-style-type: none"> <li>Facilitates access to child care for local residents, by making them aware of available licensed child care options</li> </ul>	
Municipal child care program	<ul style="list-style-type: none"> <li>Ensures a minimum number of child care spaces are available locally</li> </ul>	
Municipal staff resource dedicated to child care	<ul style="list-style-type: none"> <li>Can promote and enforce municipal requirements for child care businesses (thereby ensuring quality of care), advise on provincial requirements</li> <li>Can promote information about available child care programs in municipality to families</li> </ul>	
Other child care documents		
Other		

Approach	Impacts on Child Care Access	Municipality of North Cowichan
<i>Child Care Facilities Permitted In:</i>		
Single Family Residential Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>	✓
Duplex (semi-detached) Residential Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>	✓
Row House / Townhouse Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>	✓
Apartment Zones	<ul style="list-style-type: none"> <li>Allows for home-based child care providers to operate</li> </ul>	✓
Mixed Use Zones	<ul style="list-style-type: none"> <li>Allows for a variety of child care providers to operate (home-based, group care)</li> </ul>	✓
Commercial Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>	✓
Public Use / Assembly Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>	✓
Industrial Zones	<ul style="list-style-type: none"> <li>Allows for group care child care providers to operate</li> </ul>	✓
Agricultural Zones	<ul style="list-style-type: none"> <li>Allows for a variety of child care providers to operate (home-based, group care)</li> </ul>	✓

Approach	Impacts on Child Care Access	Municipality of North Cowichan
<i>Additional Zoning or Licensing Requirements for Child Care</i>		
Additional parking required for home-based care	<ul style="list-style-type: none"> <li>Potential to limit ability of child care operators to offer home-based child care</li> </ul>	✓
Municipal Business License required for child care use	<ul style="list-style-type: none"> <li>Additional fees and submission requirements can create barriers to opening a child care business, or operating a child care business legally</li> </ul>	✓
Non-resident child care staff are permitted	<ul style="list-style-type: none"> <li>Allows home-based child care operations to accommodate more children, if space on property allows</li> </ul>	✓
Additional outdoor play space requirements / recommendations above provincial standards	<ul style="list-style-type: none"> <li>More thorough requirements may limit the number of spaces in a municipality that may house child care facilities, potentially reducing the overall number of operators and/or increasing operational costs through increased rent and competition for space</li> </ul>	
Additional building requirements beyond the BC Building Code	<ul style="list-style-type: none"> <li>More thorough requirements may limit the number of buildings in a municipality that may house facilities, potentially reducing the overall number of operators and/or increasing operational costs through increased rent and competition for qualifying buildings.</li> </ul>	

## RECOMMENDATIONS

Below are a series of recommendations for a child care strategy in the Municipality of North Cowichan. These recommendations incorporate findings from all three major lines of inquiry: population projections and target setting for future child care spaces and programs; stakeholder consultation regarding the availability, accessibility, and quality of child care in the region; and secondary data review of existing municipal policies, resources, and bylaws among communities in the Cowichan region.

While this report is intended for the use of the Municipality of North Cowichan, there are a number of priority areas for change that are outside the jurisdiction of local governments. Therefore, recommendations listed here include comments on responsible and/or contributing levels of government.

Finally, it should be noted that the specific actions for local and provincial governments are not meant to be definitive recommendations; they are suggestions for actions that would support the overarching recommendation. Each community and government must consider their local context, mandate, and other factors when deciding which actions to pursue.

### INCREASING COVERAGE RATES

#### Increase the number of child care spaces as per the recommended space creation targets.

This report has provided a detailed breakdown of recommended space creation targets, by age group and by care type (see Tables CVN6 and CVN7). Malatest recommends making efforts to meet these targets within the time frame specified, with regular review and assessment of capacity to ensure these targets remain relevant.

#### Local Government Actions

- Review and revise existing bylaws and regulations that may be limiting the ability of child care operators to offer child care (e.g., space requirements per child that are above provincial requirements), to enable existing operators to offer more child care spaces
- Incorporate targets for the creation of child care spaces and programs into community planning and strategy documents, to promote a coherent and complementary approach to child care across all departments of municipal government
- Consider creating grants to fund child care operations and/or capital investment projects, to support the creation of new programs and spaces
- Explore opportunities to acquire sites, either through purchase or lease agreements, to be made available to child care operators to support target spaces and programs

#### Provincial Government Actions

- Make available grant funds for capital projects to support child care space and program creation targets
- As the rollout of the Universal Child Care program continues, anticipate providing funding to child care centers aligned with space and program creation targets

### Emphasize increasing infant/toddler spaces.

Space creation targets place a strong emphasis on infant/toddler spaces; this reflects both the comparatively low current coverage rate for this age group, as well as demand voiced by stakeholders who participated in this research. Malatest recommends that efforts to expand child care coverage in the region should ensure that creation of infant/toddler spaces are prioritized.

#### Local Government Actions

- Should target space creation targets be revised, municipal governments should consider the resulting coverage rates and aim for, at a minimum, a 33% coverage rate for children aged 0-2 years old
- Incorporate language in official community plans and social plans that acknowledges the importance of infant/toddler child care in allowing mothers to re-enter the workforce, thus reducing “brain drain” in local sectors as well as promoting gender equity

#### Provincial Government Actions

- As the rollout of the Universal Child Care program continues, set aside a certain proportion of funding to be dedicated to infant/toddler spaces in the region

### CREATING NEW CHILD CARE SITES

#### Support creation of new child care programs and sites.

The space creation targets recommended by Malatest will necessitate the creation of new child care programs and, likely, opening of new child care centers and facilities in the region. This will require considerable capital investment that could be aided by support from both municipal and provincial governments.

#### Local Government Actions

- Consider making current available municipal space (e.g., unused space in municipal buildings) available for the exclusive use of child care programs
- Consider incorporating purpose-built space for child care programs into new municipal buildings that may be built over the coming decade
- Consider leasing / renting available municipal space to child care programs for no, nominal, or below-market rates
- Examine opportunities to acquire sites (e.g., closed elementary schools) for the operation of child care programs
- Consider making municipal grants available for capital investment projects, to leverage private dollars to expand existing child care sites

#### Provincial Government Actions

- Make grants available for capital investment projects, either to renovate and build new sites or to expand existing sites
- Consider working with regional and municipal governments to promote acquisition of sites for child care use

## ACCESSIBILITY

### Consider public accessibility of potential new child care sites.

Accessibility and location of child care sites was noted by a number of stakeholders in this research; many noted that there are a number of child care facilities that are not accessible by public transit. This results in the child care programs under-serving the community, particularly lower income families who may not have access to a personal vehicle. Accessibility and location of child care sites should be considered when examining potential child care sites.

#### Local Government Actions

- Incorporate language into official community plans and/or social plans emphasizing the need for child care sites to serve the entire community, and therefore be accessible by public transit
- When assessing potential future sites for child care programs, consider accessibility by public transit and prioritize locations that are more accessible
- If offering capital investment grants to existing child care operators to expand sites, consider weighting application criteria to favour sites that are more accessible by public transit

#### Provincial Government Actions

- If offering capital investment grants to existing child care operators to expand sites, consider weighting application criteria to favour sites that are more accessible by public transit
- Incorporate consideration of accessibility by public transit into any potential land transfers with municipal or regional governments, prioritizing sites with public transit access for child care use

### Consider need for, and incentivize, child care with extended and non-traditional hours.

Shift work poses a unique challenge to finding child care options. Very few child care sites in the Cowichan region offer extended hours such as early morning, late evening, or overnight care. Yet, for families where one or both parents are employed in shift work, there is a need to find child care options that can provide reliable care during these hours.

#### Local Government Actions

- If municipal operating grants are offered, consider weighting application criteria to favour programs that offer non-traditional hours
- If municipal space is being used for child care programs, consider options to allow access to facilities during these extended hours
- Explore options with provincial government to locate child care programs in major hospitals in the region, to provide child care for those who work shifts in the hospital

#### Provincial Government Actions

- If provincial operating grants are offered, consider weighting application criteria to favour programs that offer non-traditional hours
- Explore options with local governments to locate child care programs in major hospitals in the region, to provide child care for those who work shifts in the hospital

## AFFORDABILITY

### Attend to affordability as a key aspect of the expansion of child care in the Cowichan region.

Affordability of child care was noted as a major barrier to child care, and to child care of choice, among parents and caregivers in this research. Further, child care space targets set out in this report have assumed a considerable increase in demand due to an increase in affordability. As such, affordability of child care for families in the region should be a major priority for municipal, regional, and provincial governments.

#### Local Government Actions

- Incorporate language into official community plans and/or social plans, acknowledging the importance of child care being affordable to local residents to ensure equal opportunity and accessibility for all children
- Examine opportunities to financially support child care operators through granting funds (e.g., for training and upgrading, for operating costs, for capital investment projects)
- Examine opportunities to reduce child care operators' overhead through making municipal space available to them for no, nominal, or below-market rent

#### Provincial Government Actions

- Continue the rollout of the Universal Child Care program, which provides child care to families at a low, flat cost per day (currently \$10 per day)
- Examine opportunities to financially support child care operators through granting funds (e.g., for training and upgrading, for operating costs, for capital investment projects)

## SUPPORTING CHILD CARE WORKERS AND PROVIDERS

### Promote child care as a career to youth in the Cowichan region.

The space creation targets recommended by Malatest will require the creation of many full-time equivalency child care positions throughout the Cowichan region. As a result, there will be a large need in the region for qualified child care workers, particularly those with higher levels of qualifications (e.g., ECE, ECE with infant-toddler and/or special needs training).

#### Local Government Actions

- Promote child care work as a career through community programs and space (e.g., an ad campaign in recreation centers and local schools)

#### Provincial Government Actions

- Promote child care work, particularly the ECE qualification, through existing career promotion programs (e.g., the *Find Your Fit* tour has an ECE station, this tour could be brought to Cowichan region secondary schools)
- Consider expanding ECE programs at post-secondary institutions on Vancouver Island to ensure sufficient graduates to meet demand over the coming ten years

### **Promote the ECE qualification, and ECE with special training, to current and potential child care workers.**

During this research, Malatest heard from recent graduates of ECE programs that the ECE qualification itself was perceived to be financially burdensome, when considering the investment required and the anticipated pay of an ECE-qualified position. Many noted that it made more financial sense to seek a lower level of qualification, such as an ECE Assistant, because the difference in pay between the roles was not much different. In addition, many child care program operators noted that they faced significant challenges finding qualified staff, particularly ECEs and ECEs with infant-toddler and special needs training.

#### **Local Government Actions**

- Consider creating a municipal grant to support upgrading to ECE and ECE with special training skills, for existing child care operators

#### **Provincial Government Actions**

- Consider opportunities to reduce the financial burden of ECE qualifications (e.g., bursaries standard to all students in ECE programs, other) to make the qualification more attractive to potential students
- Promote upgrading of lower-level child care qualifications (e.g., Responsible Adult, ECE Assistant) to full ECE accreditation through targeted ad campaigns in child care programs at post-secondary institutions in B.C.
- Promote a higher wage for fully qualified ECEs, either as part of or in addition to the ongoing Universal Child Care program; may be accomplished through wage subsidies or other means to create a higher “floor” wage for ECEs

### **Support ECEs in maintaining their credentials through affordable professional development opportunities.**

Child care workers qualified as ECEs must participate in regular professional development in order to maintain their credential over time; this training is typically paid for by the individual, creating another barrier or disincentive for child care workers to pursue and/or maintain their full ECE qualification. Supporting ongoing professional development for ECEs can help to reduce this burden and better meet the need for qualified child care workers in the Cowichan region.

#### **Local Government Actions**

- Consider creating a municipal child care resource position, which would (among other responsibilities) undertake polling of child care programs and help to organize local, affordable professional development opportunities for child care workers
- Consider creating a municipal grant to support ongoing ECE professional development training, for existing child care operators

#### **Provincial Government Actions**

- Consider incentivizing regular professional development for ECEs through dedicated provincial grants available to all licensed child care operators in the Cowichan region



## IMPROVING QUALITY OF CHILD CARE

### Promote cultural diversity in child care centers.

The diversity of child care centers in the Cowichan region was rated poorly by both the general public and parents and caregivers of children, in this research. Diverse child care centers that reflect the communities in which they are located provide children with higher quality, more enriching care that promotes inclusive communities. As such, promoting cultural diversity should be a priority under the general initiative of improving quality of child care.

#### Local Government Actions

- Consider creating a municipal child care resource position, which would (among other responsibilities) regularly collect information on diversity within child care centers and promote best practices in diversity to child care centers
- Ensure affordable child care is available in all communities and neighbourhoods (see recommendations regarding placement of sites and space targets), to enable families to send their children to programs that are nearby and that are reflective of the diversity of their communities

#### Provincial Government Actions

- As the Universal Child Care program continues to roll out, consider incentives for children attending child care centers local to their homes, to ensure that child care centers reflect their communities

### Promote inclusion of children with extra support needs in child care programs.

Families of children with extra support needs can struggle to find spaces for their children in licensed child care programs, due to the additional resourcing and staffing required to accommodate these children. In particular, the need for specialized training for ECEs to provide care for children with additional support needs has resulted in limited qualified staff available at these child care programs, and high demand for care among the sites that are able to accommodate children with extra support needs.

#### Local Government Actions

- Consider creating a municipal grant fund to promote training and upgrading for child care workers, including obtaining training for ECEs to obtain their Special Needs qualification

#### Provincial Government Actions

- Consider creating a provincial grant fund to promote training and upgrading for child care workers, including obtaining training for ECEs to obtain their Special Needs qualification
- Promote the ECE-SN training designation among students and alumni of child care programs at Vancouver Island universities, through ad campaigns and other promotional materials

### Promote best practices in child care through monitoring and accountability measures.

While most parents and caregivers in the survey for this research rated their own child care arrangements highly, overall perception of child care quality in the Cowichan region was middling. Promotion of standards and best practices in licensed child care can provide guidance to providers (particularly during periods of rapid expansion) and build public confidence in the quality of child care offered locally.

#### Local Government Actions

- Consider creating a municipal child care resource position, which would (among other responsibilities) collect key performance indicators from local child care centers to monitor quality, and promote best practices through promotional materials and other initiatives

#### Provincial Government Actions

- Create a set of key performance indicators for regular monitoring and measurement of child care quality
- Liaise with municipal child care resources to promote best practices endorsed by the provincial government, identify regional needs and provide support

## **APPENDIX G: LIST OF POTENTIAL CHILD CARE SITES**

Site Identifier	Street Address	Municipality or Electoral Area
Cairnsmore Primary (Closed)	540 Cairnsmore Street	City of Duncan
Charles Hoey VC school	756 Castle Place	City of Duncan
Cowichan Green Community Society	360 Duncan St	City of Duncan
CVRD Office	175 Ingram St	City of Duncan
Duncan United Church	246 Ingram Street	City of Duncan
Khowhemun Elementary	2918 Cliffs Road	City of Duncan
Lot 3 Section 17 Range & Quamichan District Plan 24352	238 Government Street, Duncan	City of Duncan
North Cowichan Alliance Church	931 Trunk Rd	City of Duncan
Frances Kelsey	953 Shawnigan Lake-Mill Bay Road	Electoral Area A
Kerry Park Recreation Centre	1035 Shawnigan Lake-Mill Bay Rd	Electoral Area A
Malahat Multi Purpose Centre	5 Kwunew Kwasun Lane	Electoral Area A
Sylvan United Church	985 Shawnigan Lake-Mill Bay Rd	Electoral Area A
Discovery Elementary	2204 McKean Road	Electoral Area B
Malahat Centre	700 Shawnigan Lake Road	Electoral Area B
Maxwell International School (Closed)	2371 Shawnigan Lake Rd	Electoral Area B
Cobble Hill Community Hall	3550 Watson Ave	Electoral Area C
École Cobble Hill Elementary	3642 Learning Way	Electoral Area C
St. John the Baptist - Cobble Hill	3295 Cobble Hill Road	Electoral Area C
Stu Armour Hall	1438 Fisher Rd	Electoral Area C
Bench Elementary	1501 Cowichan Bay Road	Electoral Area D
Glenora Community Hall	3660 Glenora Rd	Electoral Area E
Koksilah Elementary	5265 Boal Rd	Electoral Area E
Honeymoon Bay Community Hall	10022 Park Drive	Electoral Area F
Lakefront Commercial	8 Lakefront Place	Electoral Area F
Mesachie Lake Community Hall	9315 South Shore Rd	Electoral Area F
Paldi Sikh Temple	23 Paldi Rd	Electoral Area F
Thetis Island Elementary	291 North Cove Rd	Electoral Area G
Diamond Community Hall	4962 Christie Rd	Electoral Area H
Stz'uminus Community Centre	3949 Shell Beach Road	Electoral Area H
Youbou Community Hall	8550 Hemlock St	Electoral Area I
Chemainus Branch - Vancouver Island Regional Library	9796 Willow Street	Municipality of North Cowichan
Chemainus Health Care Centre	9909 Esplanade Street	Municipality of North Cowichan
Chemainus Library (former)	2592 Legion Street	Municipality of North Cowichan
Chemainus Secondary	9947 Daniel Street	Municipality of North Cowichan
Chemainus Pentecostal Church	9471 Chemainus Rd	Municipality of North Cowichan
Cowichan Community Centre	2687 James Street	Municipality of North Cowichan

Site Identifier	Street Address	Municipality or Electoral Area
Cowichan District Hospital (will be old hospital once new one is built)	3045 Gibbins Rd	Municipality of North Cowichan
Cowichan Secondary	2652 James Street	Municipality of North Cowichan
Crofton Community Centre Society	8104 Musgrave	Municipality of North Cowichan
Drinkwater Elementary	6236 Lane Road	Municipality of North Cowichan
Fuller Lake Arena	2876 Fuller Lake Rd	Municipality of North Cowichan
Mill Street business location 1	2877 Mill Street	Municipality of North Cowichan
Mill Street business location 2	2976 Mill Street	Municipality of North Cowichan
New hospital in Duncan (will be complete in 2024)	6756-6742 Bell McKinnon Road	Municipality of North Cowichan
North Cowichan Municipal Hall	7030 Trans-Canada Hwy	Municipality of North Cowichan
Oasis City Church	3540 Auchinachie Rd	Municipality of North Cowichan
Quamichan School	2515 Beverly St	Municipality of North Cowichan
Sansum Drive	6058 Sansum Drive, Duncan	Municipality of North Cowichan
Somenos Community Hall	3248 Cowichan Valley Hwy	Municipality of North Cowichan
Vancouver Island University, Cowichan Campus	2011 University Way	Municipality of North Cowichan
Vimy Community Hall	3968 Gibbins Rd	Municipality of North Cowichan
Bethel Church Ladysmith	1149 4th Ave	Town of Ladysmith
Frank Jameson Community Centre	810 6 Ave	Town of Ladysmith
Ladysmith 4th Ave	1237 4th Ave	Town of Ladysmith
Ladysmith Branch - Vancouver Island Regional Library	740 First Ave	Town of Ladysmith
Ladysmith Community Health Centre	1111 4 Ave	Town of Ladysmith
Ladysmith Resources Centre Association	630 2 Ave	Town of Ladysmith
Oceanview Community Church	381 Davis Rd	Town of Ladysmith
Rocky Creek Road	1156 Rocky Creek Road	Town of Ladysmith
Town-owned property	900 Russel Road, Ladysmith	Town of Ladysmith
application for a Temporary Use Permit to operate a daycare at 87 SouthShore Road	87 South Shore Rd	Town of Lake Cowichan
A.B Greenwell Elementary (Closed)	8545 Hemlock Street	Town of Lake Cowichan
Countrywide Village	47 Coronation St	Town of Lake Cowichan
Cowichan Lake Baptist Church	8259 Beaver Road	Town of Lake Cowichan
Cowichan Lake Branch - Vancouver Island Regional Library	68 Renfrew Ave	Town of Lake Cowichan
Cowichan Lake Community Services	121 Point Ideal Dr	Town of Lake Cowichan

Site Identifier	Street Address	Municipality or Electoral Area
Cowichan Lake Education Centre	Lakeview Park Rd	Town of Lake Cowichan
Cowichan Lake Sports Arena	311 South Shore Rd	Town of Lake Cowichan
Lake Cowichan Centennial Hall	309 South Shore Rd	Town of Lake Cowichan
Lake Cowichan School	190 South Shore Road	Town of Lake Cowichan
Lake Cowichan Municipal Office	39 South Shore Rd	Town of Lake Cowichan
NAI Commercial	15-19 South Shore Road	Town of Lake Cowichan
South Shore Road	154-156 South Shore Road	Town of Lake Cowichan

STAFF REPORT TO COUNCIL

**Report Prepared By:** Julie Thompson, Planner  
**Meeting Date:** July 21, 2020  
**File No:** DVP 3090-20-05  
**RE:** DEVELOPMENT VARIANCE PERMIT – 11-245 OYSTER COVE ROAD  
**ROAD**

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RECOMMENDATION:

That Council:

1. Issue Development Variance Permit 3090-20-05 to vary the front parcel line setback requirement from 6.0m to 0.71m for a garage attached to the dwelling at 11-245 Oyster Cove Road; and
2. Authorize the Mayor and Corporate Officer to sign Development Variance Permit 3090-20-05.

EXECUTIVE SUMMARY:

A Development Variance Permit (DVP) application has been received to vary the front parcel line setback for a proposed attached garage at 11-245 Oyster Cove Road. Staff recommend that Council issue DVP 3090-20-05 to vary the setback as the proposal is consistent with the buildings on neighbouring properties and is not expected to have negative impacts on the neighbourhood.

PREVIOUS COUNCIL DIRECTION:

There is no previous Council direction for the subject property. However, in 2016 Council issued the following DVPs for reduced front yard setbacks for other properties within the bare land strata development at 245 Oyster Cove Road:



**Figure 1:** Subject property, 11-245 Oyster Cove Road highlighted in red.

File Number	Strata Lot #	Variance Approved
3090-16-01	14	Front parcel line setback reduced from 6.0m to 0.6m for an attached garage.
3090-16-06	9	Front parcel line setback reduced from 6.0m to 0.6m for an attached garage.
3090-16-09	40	Front parcel line setback reduced from 6.0m to 3.05m for an attached garage.
3090-16-05	37	Front parcel line setback reduced from 6.0m to 0.6m for an attached garage.

### **INTRODUCTION/BACKGROUND:**

The subject property, Strata Lot 11 at 245 Oyster Cove Road, is located within a bare land strata single family residential development and is 468.1m<sup>2</sup> in size. The majority of lots along Oyster Cove Road, including the subject property, are steeply sloping toward the sea located at the rear of the properties. Neighbouring land uses adjacent to the subject property include:

- **Northeast:** A narrow seawall is located between the rear of the subject property and the sea.
- **Southeast:** A narrow strip of common property containing stairs to access the seawall.
- **Southwest:** Oyster Cove Road (common property within the strata).
- **Northwest:** Strata Lot 10, containing a single family dwelling

The applicant is proposing to construct a single family dwelling on the subject property with an attached garage located at the front of the proposed dwelling. The applicant has provided a letter of rationale which is attached to this report.

### **DISCUSSION:**

#### ***Zoning:***

The subject property is within the Oyster Cove Residential (R-2-B) zone under the Zoning Bylaw. The front parcel line setback in the R-2-B zone for a principal building is 6.0m. Since the garage is attached to the dwelling, it forms part of the principal building and is required to meet the 6.0m setback. The applicant is proposing to construct the attached garage portion of the dwelling 0.71m from the front parcel line, thus a variance of 5.29m is required.

The R-2-B zone provides a reduced setback of 0.6m from the front parcel line for detached accessory buildings, though this is contradicted in another section of the Zoning Bylaw. As such, a variance would also be required if the proposed garage was detached from the dwelling.

The subject property is steeply sloping toward the sea. There is an 8.0m setback from the natural boundary of the sea as well as a 7.5m setback from the rear parcel line in the R-2-B zone. A variance to the front parcel line setback would allow the attached garage to be located in front of the dwelling for ease of access to the street, while maintaining the rear setbacks.

#### ***Development Permit Area:***

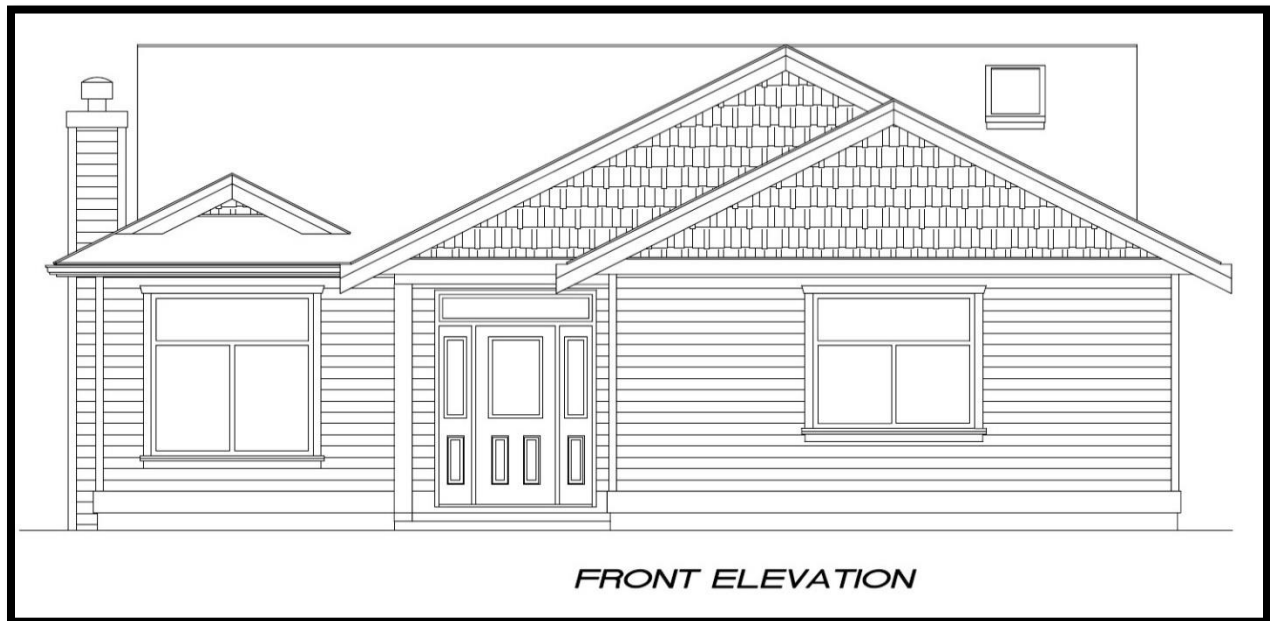
The subject property is located within the Hazard Lands Development Permit Area (DPA 7) and the applicant has applied for a Development Permit (DP) to allow the proposed construction. A geotechnical assessment submitted with the DP application states that the site is safe for the use intended provided that the recommendations in the report are followed. The DP is not yet



ready for issuance and may be issued by the Director of Development Services in accordance with the Town's Delegation Bylaw. Issuance of DVP 20-05 is required prior to issuance of the DP.

***Garage Design:***

The proposed garage is currently designed with the garage door on the side and a window on the front facing the street. Draft DVP 20-05 requires compliance with the garage elevations attached as Schedule B – Garage Design; however, Schedule B allows that the garage door be moved to the front of the garage should there be any issue with vehicle access through the side of the garage.



**Figure 2:** Front elevation of proposed dwelling. Attached garage is located on the right side with the garage door located on the left, inner side of the garage, for vehicle access through the side of the garage. Garage door is visible from left elevation, see attached draft permit.

***Analysis of Impacts:***

Several properties within the Oyster Cover Road strata contain either attached or detached garages at the front of the property in close proximity to the front parcel line. In 2016, Council approved several DVP applications for attached garages as close as 0.6m from the front parcel line. As such, the proposed dwelling and attached garage would be consistent with other buildings in the neighbourhood.

Due to topographical challenges of the lot, the rear setbacks, and the existing neighbourhood character, the proposed 0.71m setback from the front parcel line for the proposed attached garage is reasonable and is not expected to negatively impact the neighbourhood. Staff recommend that DVP 20-05 be approved.

**ALTERNATIVES:**

Council can choose not to issue DVP 3090-20-05. If DVP 3090-20-05 is not approved, the applicant will be required to redesign the proposed dwelling and attached garage to meet the required setbacks.

**FINANCIAL IMPLICATION:**

None.

**LEGAL IMPLICATIONS:**

The *Local Government Act* enables Council to vary Zoning Bylaw regulations, except provisions for use, density and residential rental tenure, through the issuance of a DVP. This is a discretionary decision of Council. Public notification for DVP applications is required under the *Local Government Act*.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

The notice regarding DVP 3090-20-05 was delivered and sent to neighbouring properties within 60m of the subject property and the Strata Manager on July 9, 2020. At the time of writing this report, the Town has not received any submissions from the public regarding DVP 3090-20-05.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

The application has been referred to the Engineering and Building Inspection Departments for review. Engineering and building requirements will be addressed at the time of Building Permit.

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

- |  |  |
|--|--|
| <input type="checkbox"/> Complete Community Land Use | <input type="checkbox"/> Low Impact Transportation |
| <input type="checkbox"/> Green Buildings             | <input type="checkbox"/> Multi-Use Landscapes      |
| <input type="checkbox"/> Innovative Infrastructure   | <input type="checkbox"/> Local Food Systems        |
| <input type="checkbox"/> Healthy Community           | <input type="checkbox"/> Local, Diverse Economy    |
| <input checked="" type="checkbox"/> Not Applicable   |  |

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

- |   |  |
|---|--|
| <input type="checkbox"/> Infrastructure | <input type="checkbox"/> Economy                   |
| <input type="checkbox"/> Community      | <input checked="" type="checkbox"/> Not Applicable |
| <input type="checkbox"/> Waterfront     |  |

***I approve the report and recommendation(s).***

**Erin Anderson, Acting Chief Administrative Officer**

**ATTACHMENT(S):**

Draft DVP 3090-20-05  
Applicant Letter of Rationale



# TOWN OF LADYSMITH DEVELOPMENT VARIANCE PERMIT

(Section 498 Local Government Act)

FILE NO: 3090-20-05

DATE: July 21, 2020

Name of Owner(s) of Land (Permittee): Brian Michael Urkow and Catherine Ann Kraft-Urkow

Applicant: Darren Gaudreault (Ballard Fine Homes Ltd.)

Subject Property (Civic Address): 11-245 Oyster Cove Road

1. This Development Variance Permit is issued subject to compliance with all of the bylaws of the Town of Ladysmith applicable thereto, except as specifically varied or supplemented by this Permit.
2. This Development Variance Permit applies to and only to those lands within the Town of Ladysmith described below and any and all buildings, structures and other development thereon:

**STRATA LOT 11, DISTRICT LOT 56, OYSTER DISTRICT, STRATA PLAN 2009 TOGETHER WITH AN INTEREST IN THE COMMON PROPERTY IN PROPORTION TO THE UNIT ENTITLEMENT OF THE STRATA LOT AS SHOWN ON FORM 1.**

**PID: 016-664-426**

**(11-245 Oyster Cove Road)**

(referred to as the "Land")

3. Section 10.8.5.c) "Siting, Sizing and Dimensions of Uses, Buildings and Structures" within the "Oyster Cove Residential Zone (R-2-B)" of the "Town of Ladysmith Zoning Bylaw 2014, No. 1860", as amended, is varied as follows:

**From:**

- c) No *Principal Building* or *Structure* shall be located closer to the *Parcel Line* than the minimum *Setback* shown in the Table below:

PARCEL LINE	SINGLE UNIT MINIMUM SETBACK	TWO UNIT MINIMUM SETBACK
<i>Front Parcel Line</i>	6.0 metres	6.0 metres
<i>Interior Side Parcel Line</i>	1.5 metres	0 metres
<i>Exterior Side Parcel Line</i>	1.5 metres	2.5 metres
<i>Rear Parcel Line</i>	7.5 metres	7.5 metres
<i>Natural Boundary of the Sea</i>	8.0 metres	8.0 metres

To:

- d) No *Principal Building* or *Structure* shall be located closer to the *Parcel Line* than the minimum *Setback* shown in the Table below:

PARCEL LINE	SINGLE UNIT MINIMUM SETBACK	TWO UNIT MINIMUM SETBACK
<i>Front Parcel Line</i>	6.0 metres Except for an attached garage which may be set back a minimum of 0.71m as shown on <b>Schedule A – Site Plan</b>	6.0 metres
<i>Interior Side Parcel Line</i>	1.5 metres	0 metres
<i>Exterior Side Parcel Line</i>	1.5 metres	2.5 metres
<i>Rear Parcel Line</i>	7.5 metres	7.5 metres
<i>Natural Boundary of the Sea</i>	8.0 metres	8.0 metres

4. The land described herein shall be developed strictly in accordance with terms and conditions and provisions of this Permit and any plans and specifications attached to this Permit which shall form a part thereof.
5. The following plans and specifications are attached:
  - a) **Schedule A – Site Plan**
  - b) **Schedule B – Garage Design**
6. Notice of this Permit shall be filed in the Land Title Office at Victoria under s.503 of the *Local Government Act*, and upon such filing, the terms of this Permit (**DVP 3090-20-05**) or any amendment hereto shall be binding upon all persons who acquire an interest in the land affected by this Permit.
7. THIS PERMIT IS NOT A BUILDING PERMIT. No occupancy permit shall be issued until all items of this Development Variance Permit have been complied with to the satisfaction of the Corporate Officer.

**AUTHORIZING RESOLUTION PASSED BY MUNICIPAL COUNCIL ON THE    DAY OF    202 .**

\_\_\_\_\_  
Mayor (A. Stone)

\_\_\_\_\_  
Corporate Officer (D. Smith)

**I HEREBY CERTIFY** that I have read the terms and conditions of the Development Variance Permit contained herein. I understand and agree that the Town of Ladysmith has made no representations, covenants, warranties, guarantees, promises or agreements (verbal or otherwise) with **Brian Michael Urkow and/or Catherine Ann Kraft-Urkow** other than those contained in this Permit.

\_\_\_\_\_  
Signed

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Title

\_\_\_\_\_  
Occupation

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signed

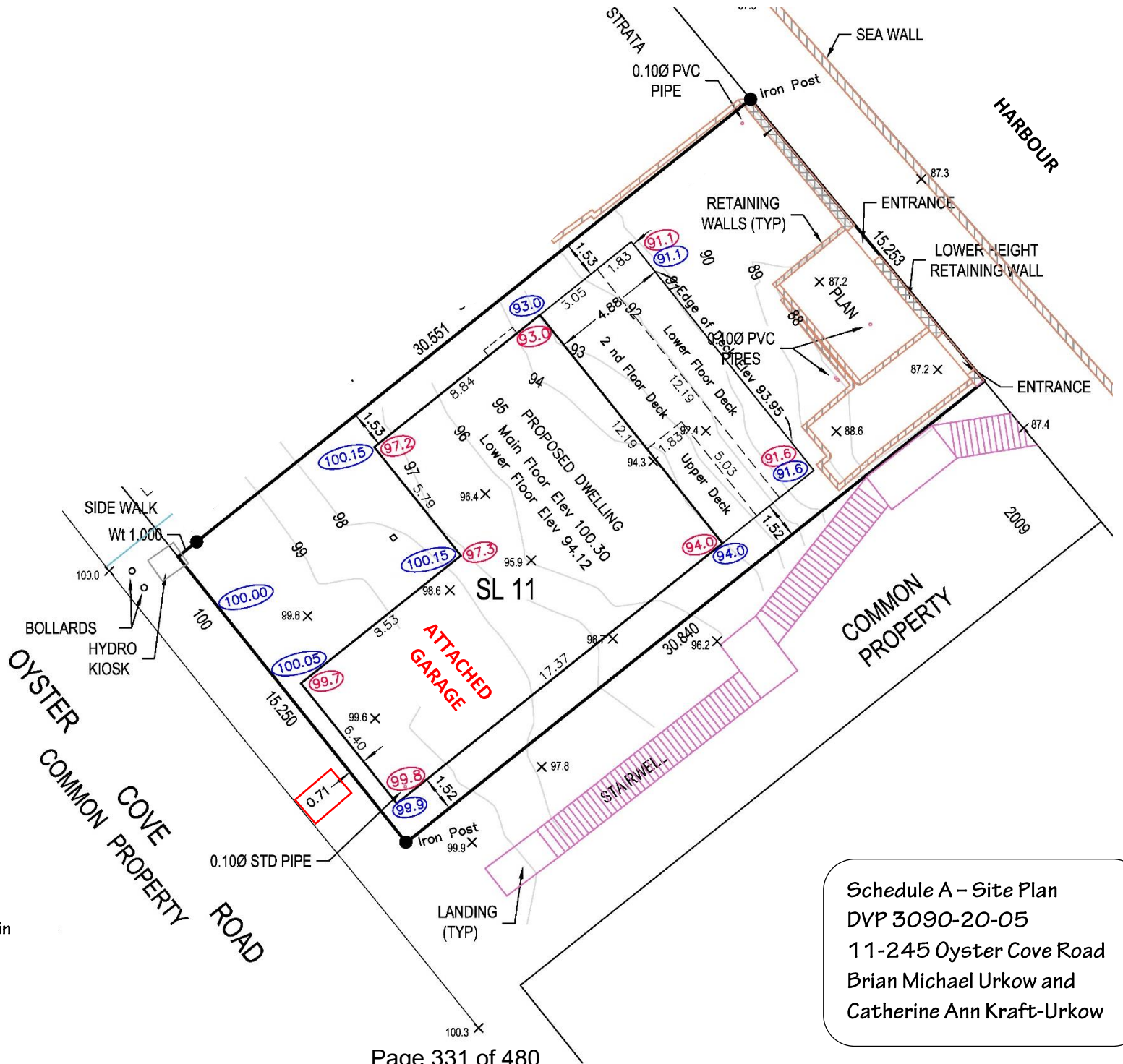
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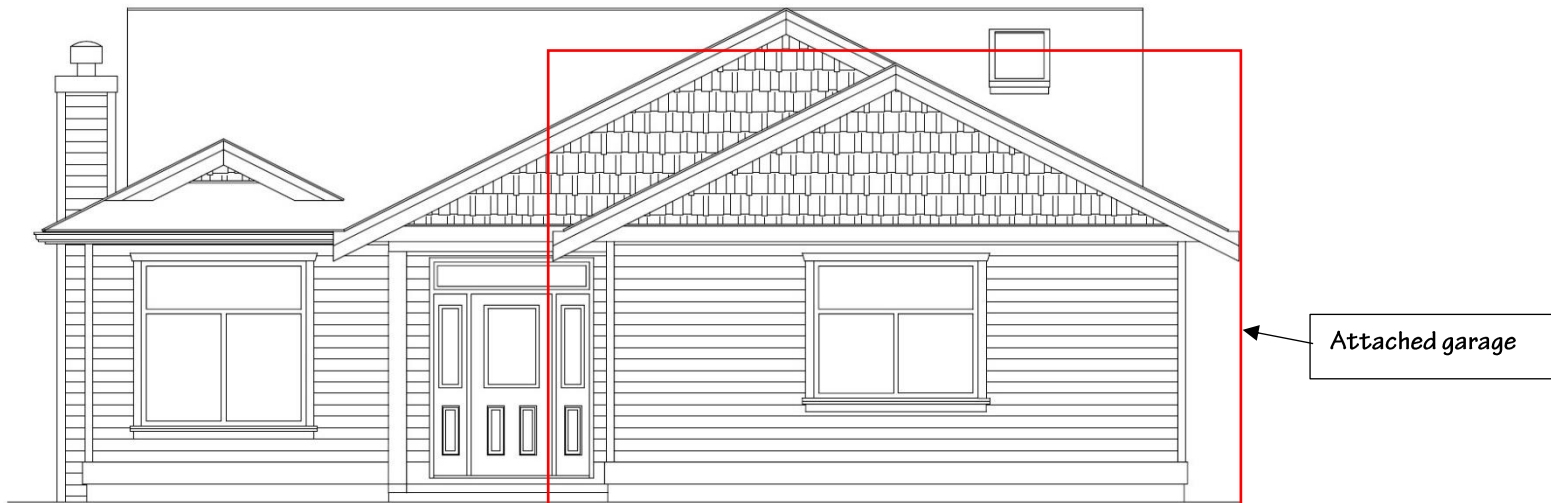
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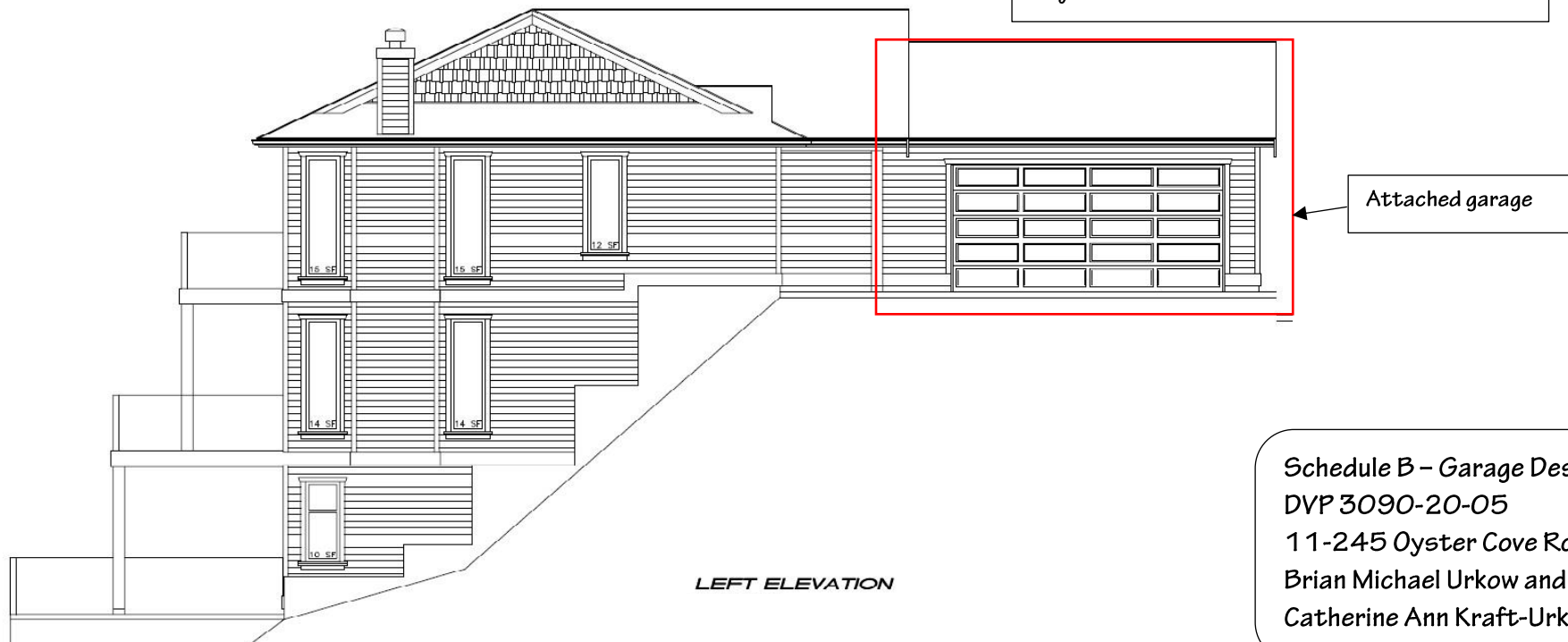


Schedule A – Site Plan  
DVP 3090-20-05  
11-245 Oyster Cove Road  
Brian Michael Urkow and  
Catherine Ann Kraft-Urkow



**FRONT ELEVATION**

Attached garage to be constructed accordance with the designs as shown, except garage door may be relocated such that it replaces the garage window on the Front Elevation. Exterior cladding may differ from that shown.



**LEFT ELEVATION**

Schedule B – Garage Design  
DVP 3090-20-05  
11-245 Oyster Cove Road  
Brian Michael Urkow and  
Catherine Ann Kraft-Urkow





Town of Ladysmith

Po Box 220 / 410 Esplanade Ave., Ladysmith, BC, V9G 1A2

Submitted via Email to [ds@ladysmith.ca](mailto:ds@ladysmith.ca) , paper copy to follow via mail service

Attention: Director of Development Services

Dear Sir or Madame,

Please find our development permit variance application attached for the construction of a new SFD in DPA 7 / Hazard Lands for the front lot line variance / relaxation.

The purpose of this application is to allow for construction of a new SFD on the subject property, with a relaxation of the front lot line to the garage from 6M to 0.71M. This relaxation was granted to many neighboring properties already. The reason for this request is to allow for safe on grade access to the garage of the new home because of the steep grade of the lot.

Subject property:

11-245 Oyster Cove Road, Ladysmith, BC, V9G 2B2

Strata Lot 11, DL 56, LD 43, Plan VIS 2009 / PID # 016-664-426

As per the application checklist, please find enclosed / attached all the required documents.

If you should require any more information or additional documents please contact me at your convenience.

Please direct all correspondence to the authorized agent.

My contact info is below.

Sincerely,

Parren Gaudreault

Ballard Fine Homes Ltd. #1-546 Island Hwy W, Parksville, BC, V9P 1H2

### **Committee of the Whole Recommendations to Council July 14, 2020**

At its July 14, 2020 meeting, the Committee of the Whole recommended:

1. That Council defer the 2020 Annual Tax Sale until 2021 and that staff be directed to prepare a bylaw accordingly.
2. That Council:
  1. Repeal Park Bench Donations Guidelines Policy 12-5810-A, and replace with a new policy to include the dedication of trees, benches and other amenities; and
  2. Direct staff to prepare an amendment to the “Town of Ladysmith Fees and Charges Bylaw 2008, No. 1644” to:
    - a) increase the Memorial Park Bench Fee to \$3,950.00; and
    - b) add a “Program Renewal Fee’ of \$1,050.00.



**MINUTES OF A MEETING OF THE  
COMMITTEE OF THE WHOLE**

**Tuesday, July 14, 2020  
6:30 P.M.**

**This meeting will be held electronically as per Ministerial Order No. M192**

**Council Members Present:**

Councillor Jeff Virtanen (Chair)  
Mayor Aaron Stone

Councillor Duck Paterson  
Councillor Rob Johnson

**Staff Present:**

Erin Anderson  
Donna Smith  
Geoff Goodall  
Mike Gregory

Jake Belobaba  
Chris Barfoot  
Chris Geiger

---

**1. CALL TO ORDER**

Councillor Virtanen called this meeting of the Committee of the Whole to order at 6:30 p.m., recognizing the traditional unceded territory of the Stz'uminus People.

**2. AGENDA APPROVAL**

**CW 2020-024**

That the agenda for this July 14, 2020 meeting of the Committee of the Whole be approved.

*Motion Carried*

**3. MINUTES**

**3.1 Minutes of the Committee of the Whole Meeting held March 10, 2020**

**CW 2020-025**

That the minutes of the Committee of the Whole meeting held March 10, 2020 be approved.

*Motion Carried*

#### **4. REPORTS**

##### **4.1 Building Inspector's Report from January to June, 2020**

**CW 2020-026**

That the Committee receive the Building Inspector's Report for the months January to June, 2020.

*Motion Carried*

##### **4.2 Ladysmith Fire/Rescue Reports for January to June, 2020**

**CW 2020-027**

That the Committee receive the Ladysmith Fire/Rescue Reports for the months January to June, 2020.

*Motion Carried*

##### **4.3 Coastal Animal Control Services Reports for January to April, 2020**

**CW 2020-028**

That the Committee receive the Coastal Animal Control Services Reports for the months January to April, 2020.

*Motion Carried*

##### **4.4 Bylaw Enforcement Report for January to June, 2020**

**CW 2020-029**

That the Committee receive the Bylaw Enforcement Report for the months January to June, 2020.

*Motion Carried*

#### **4.5 Tax Sale for 2020**

##### **CW 2020-030**

That the Committee recommend to Council that the 2020 Annual Tax Sale be deferred until 2021 and that staff be directed to prepare a bylaw accordingly.

*Motion Carried*

#### **4.6 2020 Q1 & Q2 (January – June) Financial Update**

##### **CW 2020-031**

That the Committee receive the January to June, 2020 Financial Update report from the Director of Financial Services.

*Motion Carried*

#### **4.7 Tree, Bench and Amenity Dedication Policy**

##### **CW 2020-032**

That the Committee recommend that Council:

1. Repeal Park Bench Donations Guidelines Policy 12-5810-A, and replace with a new policy to include the dedication of trees, benches and other amenities; and
2. Direct staff to prepare an amendment to the “Town of Ladysmith Fees and Charges Bylaw 2008, No. 1644” to:
  - a. increase the Memorial Park Bench Fee to \$3,950.00; and
  - b. add a “Program Renewal Fee’ of \$1,050.00.

*Motion Carried*

OPPOSED: Councillor Johnson

#### **4.8 2020-2023 Strategic Priorities Update**

##### **CW 2020-033**

That the Committee receive for information the strategic priorities update entitled "2020-2023 Strategic Plan" dated July 14, 2020.

*Motion Carried*

**5. NEW BUSINESS**

The Committee discussed holding information workshops periodically to discuss specific issues outside of the regular Council meeting format. It was suggested that the idea be revisited once the new Chief Administrative Officer is hired and in place.

**6. ADJOURNMENT**

**CW 2020-033**

That this meeting of the Committee of the Whole adjourn at 7:21 p.m.

*Motion Carried*

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Chair (Councillor J. Virtanen)

---

Corporate Officer (D. Smith)

## **STAFF REPORT TO COMMITTEE OF THE WHOLE**

**Report Prepared By:** Erin Anderson, Director of Financial Services  
**Meeting Date:** July 14, 2020  
**File No:**  
**RE:** TAX SALE for 2020

---

### **RECOMMENDATION:**

That the Committee recommend to Council that the 2020 Annual Tax Sale be deferred until 2021 and that staff be directed to prepare a bylaw accordingly.

### **EXECUTIVE SUMMARY:**

Due to COVID-19, the Province is allowing municipalities to defer the annual tax sale scheduled for September 27, 2020 to September 27, 2021. This option was included in Ministerial Order 159/2020. A bylaw is required if Council chooses this option.

### **PREVIOUS COUNCIL DIRECTION**

None

### **INTRODUCTION/BACKGROUND:**

Each year, by legislation, a Tax Sale is held on the last Monday in September. Properties with 3 years of taxes and/or utilities outstanding are put up for sale at a public auction.

As a result of COVID-19, the Province has allowed the municipalities to determine if they wish to hold a tax sale in 2020. As of July 6, there are 27 properties set for tax sale. This is not an unusual amount at this time of year. There was no tax sale held in 2019 as all properties paid their delinquent taxes by the tax sale deadline.

A bylaw must be adopted before August 31, 2020 if the 2020 Tax Sale is to be postponed. If the delinquent balance is not paid this year, the balance will be rolled to 2021 with interest accruing.

The Tax Sale process starts in late August with letters to each property owner and notification to charge holders. The properties are advertised in the newspaper two weeks prior to tax sale. This process reduces the number of properties on the tax sale list and often a tax sale is avoided as the delinquent balance is paid.

### **If the tax sale continues on September 28, 2020**

- Additional cash-flow

If the tax sale is postponed to September 27, 2021

- Larger balance to pay next year to avoid the sale.
- Less staff time for 2020; potentially more for 2021.

**ALTERNATIVES:**

Council can choose to continue with the tax sale for 2020.

**FINANCIAL IMPLICATIONS:**

Unpaid taxes impacts cashflow for the Town.

**LEGAL IMPLICATIONS:**

Ministerial Order 159/2020 sets out the requirements for the Annual Municipal Tax Sale.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

N/A

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

none

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

- |  |  |
|--|--|
| <input type="checkbox"/> Complete Community Land Use | <input type="checkbox"/> Low Impact Transportation |
| <input type="checkbox"/> Green Buildings             | <input type="checkbox"/> Multi-Use Landscapes      |
| <input type="checkbox"/> Innovative Infrastructure   | <input type="checkbox"/> Local Food Systems        |
| <input type="checkbox"/> Healthy Community           | <input type="checkbox"/> Local, Diverse Economy    |
| <input checked="" type="checkbox"/> Not Applicable   |  |

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

- |   |   |
|---|---|
| <input type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Economy |
| <input type="checkbox"/> Community      | <input type="checkbox"/> Not Applicable     |
| <input type="checkbox"/> Waterfront     |   |

*I approve the report and recommendation(s).*

Erin Anderson, Acting Chief Administrative Officer



**STAFF REPORT TO COMMITTEE OF THE WHOLE**

**Report Prepared By:** Chris Barfoot, Director of Parks, Recreation and Culture  
**Report Reviewed By:** Erin Anderson, Acting Chief Administrative Officer  
**Meeting Date:** July 14, 2020  
**File No:**  
**RE:** TREE, BENCH AND AMENITY DEDICATION POLICY

---

**RECOMMENDATION:**

That the Committee recommend that Council:

1. Repeal Park Bench Donations Guidelines Policy 12-5810-A, and replace with a new policy to include the dedication of trees, benches and other amenities; and
2. Direct staff to prepare an amendment to the "Town of Ladysmith Fees and Charges Bylaw 2008, No. 1644" to:
  - a. increase the Memorial Park Bench Fee to \$3,950.00; and
  - b. add a "Program Renewal Fee" of \$1,050.00.

**EXECUTIVE SUMMARY:**

Dedicating a memorial bench, tree or other amenity is a meaningful and popular way to commemorate a loved one, particularly immediately following a loss. A suggested 10-year renewal term allows those who would like to continue funding a dedication an opportunity to do so, or to exit out of the program, thereby providing an opportunity for others.

**PREVIOUS COUNCIL DIRECTION**

CS 2019-123 That Council refer the matter of a tree and bench dedication process to staff for consideration and clarification, and report back to Council.

2000-324 That the Park Bench Program policy be ratified and implemented.

**INTRODUCTION/BACKGROUND:**

The Park Bench Dedication Program Guidelines Policy was introduced in June of 2000 and since then, there has been just over 90 park bench or tree dedications made. The existing policy is attached for information. The policy facilitates the dedication or memorialization of individuals through plaques placed on park benches in select parks and boulevards. A program review was recently conducted to assess long-term sustainability and community access to the program and to ensure the program operates on a cost-neutral basis.

To ensure this limited resource is accessible to as many community members as possible, and that the program is sustainably funded, Staff propose that the Committee consider recommending that Council discontinue dedications in perpetuity, but rather introduce a 10-year renewable term. A term such as this allows those who would like to continue funding a dedication the opportunity to do so, or, if requested, to withdraw from the program, thereby providing an opportunity for

others.

The attached draft policy will replace the current Park Bench Donations Guidelines Policy 12-5810-A, and will include memorial or commemorative trees which have been approved in the past but without a formal or consistent process.

#### Implementation and Administration

If the Committee recommends that Council adopt a new policy, staff will begin implementation of the new Tree, Bench and Amenity Dedication Program immediately. Information will be provided on the Town's website including promotional material, application form and accompanying map identifying available locations for the dedicated benches, tables and trees.

Dedications that are nearing or have passed the 10-year mark will be identified and the donors will be sent a letter expressing the Town's gratitude for their donation explaining the new policy and informing the donor that they will have an additional 10 years from the date of notification to decide if they would like to renew or withdraw from the program. At the end of the 10-year term, donors choosing to renew will be asked to provide a Program Renewal Fee for an additional 10-year term. If a donation is discontinued, the plaque will be removed and returned to the donor. If a donor cannot be contacted, the Town will hold the plaque for a year and the location will be made available to the public for future donors.

If a response is not received, extensive efforts will be made to contact donors or family members.

In cases of financial hardship, staff will work with individuals and families to find workable solutions to continue their dedications.

#### **ALTERNATIVES:**

The Committee may recommend that Council not make any changes to Park Bench Donations Guidelines Policy 12-5810-A at this time.

#### **FINANCIAL IMPLICATIONS:**

The existing fee for memorial benches does not reflect current cost for purchase (both bench and plaque), installation, ongoing maintenance and administration of the program. The proposed policy includes an increase to the initial cost of the donation and the accompanying 10-year program renewal cost.

Staff have compared the proposed donation amounts to those of other municipalities to ascertain consistency within the region for this type of program. We have learned that Town benches are more costly due to the style and wood type which has less long-term maintenance cost associated with them. Moreover, the increased donation amount will be included in the Fees and Charges Bylaw so that it may be annually reviewed and updated to ensure that the Town continues to recover the costs associated with the program.

The cost of the purchase and planting of dedication trees shall be charged to the donor. This is to be based on the average cost for purchase, type of tree and installation by Town staff and subject to annual review.

The cost of the purchase of a park amenity will be evaluated on an individual basis due to current costs and item type.

**LEGAL IMPLICATIONS:**

There are no legal implications identified at this time.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

The Town's dedication program remains a popular opportunity for community members to recognize loved ones, while simultaneously contribute to the enhancement of the Town's parks and open spaces. The proposed updates to the program will allow for increased opportunities for individuals to become involved as well as the necessary means for the Town to sustain the program.

The Committee may also request that Council consider a public engagement process involving current donors and the broader public prior to making a final decision on the proposed policy.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

There is no interdepartmental involvement identified at this time, however Financial Services will collect and process application fees.

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

- |  |  |
|--|--|
| <input type="checkbox"/> Complete Community Land Use | <input type="checkbox"/> Low Impact Transportation |
| <input type="checkbox"/> Green Buildings             | <input type="checkbox"/> Multi-Use Landscapes      |
| <input type="checkbox"/> Innovative Infrastructure   | <input type="checkbox"/> Local Food Systems        |
| <input type="checkbox"/> Healthy Community           | <input type="checkbox"/> Local, Diverse Economy    |
| <input checked="" type="checkbox"/> Not Applicable   |  |

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Infrastructure | <input type="checkbox"/> Economy        |
| <input checked="" type="checkbox"/> Community      | <input type="checkbox"/> Not Applicable |
| <input type="checkbox"/> Waterfront                |   |

*I approve the report and recommendation(s).*

**Erin Anderson, Acting Chief Administrative Officer**

**ATTACHMENT(S):**

- Draft Tree, Bench and Amenity Dedication Policy
- Area Comparison
- Park Bench Donations Guidelines Policy 12-5810-A



## TOWN OF LADYSMITH POLICIES AND PROCEDURE MANUAL

TOPIC: **TREE, BENCH AND AMENITY DEDICATION POLICY**

APPROVED BY: **COUNCIL**

DATE: **xx**

RESOLUTION #:

*REPLACES: 12-5810-A Park Bench Donations Guidelines*

### **PURPOSE:**

The purpose of the Tree, Bench and Amenity Dedication Policy and Guidelines is to enable those members of the public wishing to pay tribute to a loved one through the donation of a commemorative bench or tree within the Town of Ladysmith. The procedures, fees and expectations will be identified within the program. The program will operate on a full cost recovery basis while contributing to the beautification and “greening” of the Town and increasing community amenities.

### **PROCEDURE:**

- The cost of the purchase, installation and maintenance of the bench shall be charged to the dedicator. This is to be based on the average cost for purchase, installation and maintenance by Town staff of a standard Town bench for a 10-year period. Town staff will review costs including the Program Renewal Fee annually through the Fees and Charges Bylaw and will adjust accordingly. The maintenance funding is placed into a tree, bench and amenity reserve account.
- Town staff will acknowledge the bench or amenity dedication for a period of 10 years from the date of installation.
- Donors will have the opportunity to continue their sponsorship of the bench or amenity after the 10-year dedication period by paying the Program Renewal Fee. If the donor is not interested in continuing the dedication or cannot be contacted (within 6 months of the 10-year term expiring), the plaque will be removed and the site will become available for a new dedication. It will be the responsibility of the donor to keep their contact information current with the Town.
- The Town shall have final approval of the location and style of the bench or amenity.
- The Town shall have final approval of plaque size, style, and wording; there will be no “plaque only” opportunities as existing benches need to be included in donor’s purchase.

**Policy #**

- The cost of the purchase and planting of the tree shall be charged to the donor. This is to be based on the average cost for purchase and installation by Town staff of an approved tree species and size, subject to annual review.
- The Town shall have final approval of the planting location. All requests for special tree species/varieties or particular planting areas shall be accommodated, whenever possible. Higher costs incurred by these requests shall be charged to the dedicator.
- The Town shall include the tree in its normal schedule of care or maintenance.
- The cost of a park amenity will be evaluated on an individual basis dependent on item type, location and maintenance.
- The tree, bench or amenity shall become Town property. Staff reserves the right to relocate or remove the tree, bench or amenity whenever necessary. A reasonable effort shall be made to notify the donor if their tree or bench is affected.
- A Town record will be established to record all commemorative trees, benches and amenities.

## APPENDIX B – AREA COMPARISON

CITY/DISTRICT	DEDICATION TYPE	PLAQUE	COST	RENEWAL	RENEWAL FEE
LADYSMITH (CURRENT)	BENCH TREE PLAQUE ONLY	INCLUDED	\$3200 VARIED \$250	PERPETUITY	N/A
PARKSVILLE	BENCH TREE	INCLUDED	\$3000 \$1000	BENCH: 10 YEARS (DONOR GETS 1 <sup>ST</sup> RIGHT OF REFUSAL TREE: 10 YEAR GUARANTEE	\$3000
CVRD	NO FORMAL PROCESS, CURRENTLY UNDER REVIEW.				
DUNCAN	BENCH, PICNIC TABLE, PLAYGROUND, BIKE RACK ETC.	INCLUDED	VARIED WITH 100% BOURNE BY THE DEDICATOR	10 YEARS	
NANAIMO	PROGRAM NO LONGER EXISTS				
QUALICUM	BENCH	INCLUDED	\$1800	8 YEARS	\$1800
PORT ALBERNI	BENCH TREE TABLE	INCLUDED	\$2500 \$1500 \$2500	PERPETUITY	N/A
MUNICIPALITY OF NORTH COWICHAN	BENCH TREE TABLE	NOT INCLUDED COST SUBJECT TO SIZE	\$1450 \$1270 \$1755	10 YEARS	CURRENT FEE FOR REPLACEMENT
SAANICH	BENCH TREE TABLE	INCLUDED	\$3000 \$1350 \$3650	10 YEARS	\$1500 N/A \$2150
VICTORIA	BENCH	INCLUDED	\$3500	10 YEARS	CURRENT FEE FOR REPLACEMENT
KELOWNA	BENCH/TABLE TREE OTHER	INCLUDED	\$2800 \$600 BASED ON ITEM	10 YEARS	CURRENT FEE FOR REPLACEMENT

# TOWN OF LADYSMITH

## POLICIES AND PROCEDURE MANUAL

<b>TOPIC:                    PARK BENCH DONATIONS GUIDELINES</b>											
<b>APPROVED BY:                    COUNCIL</b>	<b>DATE:    JUNE 19, 2000</b>										
<b>RESOLUTION #: 00-324</b>											
<i>(Amended from)</i>											
<p>This program allows a donor to contribute to the cost of installing a park bench at one of the Town's parks, the beach or on a boulevard.</p> <p><b><u>Bench Location:</u></b>  The Parks Department and donor will determine a mutually acceptable location for the bench. A final or deciding choice will be the responsibility of the Parks Department.</p> <p><b><u>Bench Ownership:</u></b>  Donations to the Town in no way constitute ownership of the item, the land upon which it is situated or the surrounding lands. The Town retains the right to use lands adjacent to these donated items as it deems appropriate and if necessitated, to relocate the item if redevelopment of the area warrants that action.</p> <p><b><u>Tax Receipts</u></b>  Tax receipts will be issued, as donations to Canadian Municipalities may be tax deductible.</p> <p><b><u>Bench Memorial Plaque</u></b>  Up to 34 letters on three lines are permissible on a memorial plaque.</p> <p><b><u>Bench Maintenance:</u></b>  The Town will provide normal maintenance for a minimum period of 5 years. If, through vandalism or accident, for example, a bench is extensively damaged, the Town will, at the discretion of the Parks Department, repair the damage, replace the bench, or relocate the donor plaque to a suitable location. However, the Town is not obligated to replace the bench.</p> <p><b><u>Bench Styles and Costs</u></b>  The following are examples of bench styles and costs. Actual costs will depend on Market quotation at time of order.</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Style</u></th> <th style="text-align: right;"><u>Cost to Donor</u></th> </tr> </thead> <tbody> <tr> <td>Dumor Bench 105 6' long, backless, IPE (hard wood)</td> <td style="text-align: right;">as per bylaw</td> </tr> <tr> <td>Shaughnessy BT3-B, (front city hall, H.C Trail) 6' long Clear Cedar</td> <td style="text-align: right;">as per bylaw</td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> </tbody> </table> <p>A permanent memorial registry will be kept at City Hall.</p> <p><i>(ADDED COMMENT: For each bench an application form should be completed and fwd to City Hall for the Memorial Registry. As this form may change from time to time it is not incl. as part of this policy)</i></p>		<u>Style</u>	<u>Cost to Donor</u>	Dumor Bench 105 6' long, backless, IPE (hard wood)	as per bylaw	Shaughnessy BT3-B, (front city hall, H.C Trail) 6' long Clear Cedar	as per bylaw				
<u>Style</u>	<u>Cost to Donor</u>										
Dumor Bench 105 6' long, backless, IPE (hard wood)	as per bylaw										
Shaughnessy BT3-B, (front city hall, H.C Trail) 6' long Clear Cedar	as per bylaw										

**STAFF REPORT TO COUNCIL**

**Report Prepared By:** Donna Smith, Manager of Corporate Services  
**Meeting Date:** July 21, 2020  
**File No:**  
**RE:** **DL2016 HOLDINGS CORPORATION ANNUAL GENERAL MEETING**

---

**RECOMMENDATION:**

That Council, as the sole shareholder of the DL2016 Holdings Corporation entitled to vote at an annual general meeting, resolve that:

- (1) The financial statements of the Corporation for the period ended December 31, 2018 and December 31, 2019 are hereby approved;
- (2) All lawful acts, contracts, proceedings, appointments and payments of money by the directors of the Corporation since the last annual reference date of the Corporation, and which have previously been disclosed to the shareholders, are hereby adopted, ratified and confirmed;
- (3) The number of directors of the Corporation is hereby fixed at five;
- (4) The following persons, each of whom has consented to act as a director, are hereby elected as directors of the Corporation, to hold office until the next annual general meeting of the Corporation (or unanimous resolutions consented to in lieu of holding an annual general meeting) or until their successors are appointed:
  - JAKE BELOBABA
  - BRUCE LAXDAL
  - JAN CHRISTENSON
  - ALAN NEWELL
  - RICHARD WIEFELSPUET
- (5) Grant Thornton LLP, Certified Public Accountants are hereby appointed auditors for the Corporation until the next annual reference date of the Corporation or until a successor is appointed, at a remuneration to be fixed by the directors; and
- (6) July 31, 2020 is selected as the annual reference date for the Corporation for its current annual reference period.

These resolutions shall be deemed to be effective as at July 31, 2020.

**EXECUTIVE SUMMARY:**

The purpose of this staff report is to confirm that an Annual General Meeting of DL2016



Holdings Corporation has been held in order to adopt the audited financial Statements and confirm the Corporation's directors.

#### **PREVIOUS COUNCIL DIRECTION**

Resolution	MeetingDate	ResolutionDetails
CE 2020-073	05/19/2020	That Council: 1. Appoint Jake Belobaba, Director of Development Services, to replace Guillermo Ferrero on the Board of Directors of DL2016 Holdings Corporation, effective May 19, 2020; and 2. Rise and report on Recommendation No.1.

#### **INTRODUCTION/BACKGROUND:**

DL 2016 Holdings Corporation is a wholly-owned subsidiary of the Town of Ladysmith. It was created in order to facilitate a financial partnership with the Ladysmith Maritime Society for potential future development of the Ladysmith Community Marina.

As the Corporation is duly registered in British Columbia, Council is required to hold an annual general meeting, adopt annual financial statements, and confirm the appointment of directors on the corporation in accordance with the *BC Business Corporations Act*.

By passing the above recommended resolution, Council is deemed to have conducted the corporation's AGM.

#### **SCOPE OF WORK**

Once Council has adopted the financial statements and confirmed appointment of the directors, the Town's legal counsel will file the appropriate paperwork with the province of BC.

#### **ALTERNATIVES:**

In order to maintain the status DL2016 Holdings Corporation as an active corporation, Council is required to hold its annual general meeting and pass the recommended resolution.

#### **FINANCIAL IMPLICATIONS:**

The annual cost to the Town of maintaining DL 2016 Holdings Corp. is approximately \$900.

#### **LEGAL IMPLICATIONS:**

The Corporation is required to file an annual report, in order to remain in good standing under the *BC Corporations Act*. Audited financial statements have not been completed for the corporation; the required income tax returns (attached) summarize the financial statements. An annual general meeting was not held in 2018, therefore the resolution before Council includes adoption of both the 2018 and 2019 financial statements. This will keep the Corporation in good standing.

#### **CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

N/A

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

N/A

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

- |  |  |
|--|--|
| <input type="checkbox"/> Complete Community Land Use | <input type="checkbox"/> Low Impact Transportation |
| <input type="checkbox"/> Green Buildings             | <input type="checkbox"/> Multi-Use Landscapes      |
| <input type="checkbox"/> Innovative Infrastructure   | <input type="checkbox"/> Local Food Systems        |
| <input type="checkbox"/> Healthy Community           | <input type="checkbox"/> Local, Diverse Economy    |
| <input checked="" type="checkbox"/> Not Applicable   |  |

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

- |  |   |
|--|---|
| <input type="checkbox"/> Infrastructure        | <input type="checkbox"/> Economy        |
| <input type="checkbox"/> Community             | <input type="checkbox"/> Not Applicable |
| <input checked="" type="checkbox"/> Waterfront |   |

***I approve the report and recommendation(s).***

**Erin Anderson, Acting Chief Administrative Officer**

**ATTACHMENT(S):**

- 2018 DL2016 Corporate Income Tax Return
- 2019 DL2016 Corporate Income Tax Return

Canada Revenue Agency  
Agence du revenu  
du Canada**T2 Corporation Income Tax Return****200****EXEMPT FROM TAX**

This form serves as a federal, provincial, and territorial corporation income tax return, unless the corporation is located in Quebec or Alberta. If the corporation is located in one of these provinces, you have to file a separate provincial corporation return.

All legislative references on this return are to the federal Income Tax Act and Income Tax Regulations. This return may contain changes that had not yet become law at the time of publication.

Send one completed copy of this return, including schedules and the General Index of Financial Information (GIFI), to your tax centre or tax services office. You have to file the return within six months after the end of the corporation's tax year.

For more information see [canada.ca/taxes](http://canada.ca/taxes) or Guide T4012, T2 Corporation – Income Tax Guide.

**055 Do not use this area****Identification****Business number (BN)** ..... **001** 85584 7455 RC0001**Corporation's name****002** DL 2016 Holdings Corporation**Address of head office**

Has this address changed since the last time we were notified? ..... **010** 1 Yes ☐ 2 No ☒

If **yes**, complete lines 011 to 018.

**011** TOWN OF LADYSMITH**012** PO BOX 220

City Province, territory, or state

**015** LADYSMITH**016** BC

Country (other than Canada) Postal or ZIP code

**017** **018** V9G 1A2**Mailing address** (if different from head office address)

Has this address changed since the last time we were notified? ..... **020** 1 Yes ☐ 2 No ☒

If **yes**, complete lines 021 to 028.

**021** c/o GUILLERMO**022** FERRERO**023** P.O. BOX 220

City Province, territory, or state

**025** LADYSMITH**026** BC

Country (other than Canada) Postal or ZIP code

**027** **028** V9G 1A2**Location of books and records** (if different from head office address)

Has this address changed since the last time we were notified? ..... **030** 1 Yes ☐ 2 No ☒

If **yes**, complete lines 031 to 038.

**031****032**

City Province, territory, or state

**035****036**

Country (other than Canada) Postal or ZIP code

**037** **038****040 Type of corporation at the end of the tax year** (tick one)

- ☐ 1 Canadian-controlled private corporation (CCPC)  
☒ 2 Other private corporation  
☐ 3 Public corporation  
☐ 4 Corporation controlled by a public corporation  
☐ 5 Other corporation (specify) \_\_\_\_\_

If the type of corporation changed during the tax year, provide the effective date of the change ..... **043**

Year Month Day

**To which tax year does this return apply?**

Tax year start

Year Month Day

**060** 2018-01-01

Tax year-end

Year Month Day

**061** 2018-12-31

**Has there been an acquisition of control resulting in the application of subsection 249(4) since the tax year start on line 060?** ..... **063** 1 Yes ☐ 2 No ☒

If **yes**, provide the date control was acquired ..... **065**

Year Month Day

**Is the date on line 061 a deemed tax year-end according to subsection 249(3.1)?** ..... **066** 1 Yes ☐ 2 No ☒

**Is the corporation a professional corporation that is a member of a partnership?** ..... **067** 1 Yes ☐ 2 No ☒

**Is this the first year of filing after:**Incorporation? ..... **070** 1 Yes ☐ 2 No ☒Amalgamation? ..... **071** 1 Yes ☐ 2 No ☒

If **yes**, complete lines 030 to 038 and attach Schedule 24.

**Has there been a wind-up of a subsidiary under section 88 during the current tax year?** ..... **072** 1 Yes ☐ 2 No ☒

If **yes**, complete and attach Schedule 24.

**Is this the final tax year before amalgamation?** ..... **076** 1 Yes ☐ 2 No ☒

**Is this the final return up to dissolution?** ..... **078** 1 Yes ☐ 2 No ☒

**If an election was made under section 261, state the functional currency used** ..... **079** \_\_\_\_\_

**Is the corporation a resident of Canada?** **080** 1 Yes ☒ 2 No ☐

If **no**, give the country of residence on line 081 and complete and attach Schedule 97.

**081**

**Is the non-resident corporation claiming an exemption under an income tax treaty?** ..... **082** 1 Yes ☐ 2 No ☒

If **yes**, complete and attach Schedule 91.

**If the corporation is exempt from tax under section 149, tick one of the following boxes:**

- 085** ☐ 1 Exempt under paragraph 149(1)(e) or (l)  
☐ 2 Exempt under paragraph 149(1)(j)  
☐ 3 Exempt under paragraph 149(1)(t)  
☒ 4 Exempt under other paragraphs of section 149

**Do not use this area****095****096****898**

**Attachments****Financial statement information:** Use GIFI schedules 100, 125, and 141.**Schedules** – Answer the following questions. For each **yes** response, **attach** the schedule to the T2 return, unless otherwise instructed.

	Yes	Schedule
Is the corporation related to any other corporations? . . . . .	<b>150</b> <input type="checkbox"/>	9
Is the corporation an associated CCPC? . . . . .	<b>160</b> <input type="checkbox"/>	23
Is the corporation an associated CCPC that is claiming the expenditure limit? . . . . .	<b>161</b> <input type="checkbox"/>	49
Does the corporation have any non-resident shareholders who own voting shares? . . . . .	<b>151</b> <input type="checkbox"/>	19
Has the corporation had any transactions, including section 85 transfers, with its shareholders, officers, or employees, other than transactions in the ordinary course of business? Exclude non-arm's length transactions with non-residents . . . . .	<b>162</b> <input type="checkbox"/>	11
If you answered <b>yes</b> to the above question, and the transaction was between corporations not dealing at arm's length, were all or substantially all of the assets of the transferor disposed of to the transferee? . . . . .	<b>163</b> <input type="checkbox"/>	44
Has the corporation paid any royalties, management fees, or other similar payments to residents of Canada? . . . . .	<b>164</b> <input type="checkbox"/>	14
Is the corporation claiming a deduction for payments to a type of employee benefit plan? . . . . .	<b>165</b> <input type="checkbox"/>	15
Is the corporation claiming a loss or deduction from a tax shelter? . . . . .	<b>166</b> <input type="checkbox"/>	T5004
Is the corporation a member of a partnership for which a partnership account number has been assigned? . . . . .	<b>167</b> <input type="checkbox"/>	T5013
Did the corporation, a foreign affiliate controlled by the corporation, or any other corporation or trust that did not deal at arm's length with the corporation have a beneficial interest in a non-resident discretionary trust (without reference to section 94)? . . . . .	<b>168</b> <input type="checkbox"/>	22
Did the corporation own any shares in one or more foreign affiliates in the tax year? . . . . .	<b>169</b> <input type="checkbox"/>	25
Has the corporation made any payments to non-residents of Canada under subsections 202(1) and/or 105(1) of the Income Tax Regulations? . . . . .	<b>170</b> <input type="checkbox"/>	29
Did the corporation have a total amount over CAN\$1 million of reportable transactions with non-arm's length non-residents? . . . . .	<b>171</b> <input type="checkbox"/>	T106
For private corporations: Does the corporation have any shareholders who own 10% or more of the corporation's common and/or preferred shares? . . . . .	<b>173</b> <input checked="" type="checkbox"/>	50
Has the corporation made payments to, or received amounts from, a retirement compensation plan arrangement during the year? . . . . .	<b>172</b> <input type="checkbox"/>	
Does the corporation earn income from one or more Internet web pages or websites? . . . . .	<b>180</b> <input type="checkbox"/>	88
Is the net income/loss shown on the financial statements different from the net income/loss for income tax purposes? . . . . .	<b>201</b> <input type="checkbox"/>	1
Has the corporation made any charitable donations; gifts of cultural or ecological property; or gifts of medicine? . . . . .	<b>202</b> <input type="checkbox"/>	2
Has the corporation received any dividends or paid any taxable dividends for purposes of the dividend refund? . . . . .	<b>203</b> <input type="checkbox"/>	3
Is the corporation claiming any type of losses? . . . . .	<b>204</b> <input checked="" type="checkbox"/>	4
Is the corporation claiming a provincial or territorial tax credit or does it have a permanent establishment in more than one jurisdiction? . . . . .	<b>205</b> <input type="checkbox"/>	5
Has the corporation realized any capital gains or incurred any capital losses during the tax year? . . . . .	<b>206</b> <input type="checkbox"/>	6
i) Is the corporation a CCPC and reporting a) income or loss from property (other than dividends deductible on line 320 of the T2 return), b) income from a partnership, c) income from a foreign business, d) income from a personal services business, e) income referred to in clause 125(1)(a)(i)(C) or 125(1)(a)(i)(B), f) aggregate investment income as defined in subsection 129(4), or g) an amount assigned to it under subsection 125(3.2) or 125(8); or		
ii) Is the corporation a member of a partnership and assigning its specified partnership business limit to a designated member under subsection 125(8)? . . . . .	<b>207</b> <input type="checkbox"/>	7
Does the corporation have any property that is eligible for capital cost allowance? . . . . .	<b>208</b> <input type="checkbox"/>	8
Does the corporation have any property that is eligible capital property? . . . . .	<b>210</b> <input type="checkbox"/>	10
Does the corporation have any resource-related deductions? . . . . .	<b>212</b> <input type="checkbox"/>	12
Is the corporation claiming deductible reserves (other than transitional reserves under section 34.2)? . . . . .	<b>213</b> <input type="checkbox"/>	13
Is the corporation claiming a patronage dividend deduction? . . . . .	<b>216</b> <input type="checkbox"/>	16
Is the corporation a credit union claiming a deduction for allocations in proportion to borrowing or an additional deduction? . . . . .	<b>217</b> <input type="checkbox"/>	17
Is the corporation an investment corporation or a mutual fund corporation? . . . . .	<b>218</b> <input type="checkbox"/>	18
Is the corporation carrying on business in Canada as a non-resident corporation? . . . . .	<b>220</b> <input type="checkbox"/>	20
Is the corporation claiming any federal, provincial, or territorial foreign tax credits, or any federal logging tax credits? . . . . .	<b>221</b> <input type="checkbox"/>	21
Does the corporation have any Canadian manufacturing and processing profits? . . . . .	<b>227</b> <input type="checkbox"/>	27
Is the corporation claiming an investment tax credit? . . . . .	<b>231</b> <input type="checkbox"/>	31
Is the corporation claiming any scientific research and experimental development (SR&ED) expenditures? . . . . .	<b>232</b> <input type="checkbox"/>	T661
Is the total taxable capital employed in Canada of the corporation and its related corporations over \$10,000,000? . . . . .	<b>233</b> <input type="checkbox"/>	33/34/35
Is the total taxable capital employed in Canada of the corporation and its associated corporations over \$10,000,000? . . . . .	<b>234</b> <input type="checkbox"/>	
Is the corporation subject to gross Part VI tax on capital of financial institutions? . . . . .	<b>238</b> <input type="checkbox"/>	38
Is the corporation claiming a Part I tax credit? . . . . .	<b>242</b> <input type="checkbox"/>	42
Is the corporation subject to Part IV.1 tax on dividends received on taxable preferred shares or Part VI.1 tax on dividends paid? . . . . .	<b>243</b> <input type="checkbox"/>	43
Is the corporation agreeing to a transfer of the liability for Part VI.1 tax? . . . . .	<b>244</b> <input type="checkbox"/>	45
Is the corporation subject to Part II – Tobacco Manufacturers' surtax? . . . . .	<b>249</b> <input type="checkbox"/>	46
For financial institutions: Is the corporation a member of a related group of financial institutions with one or more members subject to gross Part VI tax? . . . . .	<b>250</b> <input type="checkbox"/>	39
Is the corporation claiming a Canadian film or video production tax credit refund? . . . . .	<b>253</b> <input type="checkbox"/>	T1131
Is the corporation claiming a film or video production services tax credit refund? . . . . .	<b>254</b> <input type="checkbox"/>	T1177
Is the corporation subject to Part XIII.1 tax? (Show your calculations on a sheet that you identify as Schedule 92.) . . . . .	<b>255</b> <input type="checkbox"/>	92

**Attachments (continued)**

		Yes	Schedule
Did the corporation have any foreign affiliates in the tax year?	<b>271</b>	<input type="checkbox"/>	T1134
Did the corporation own or hold specified foreign property where the total cost amount of all such property, at any time in the year, was more than CAN\$100,000?	<b>259</b>	<input type="checkbox"/>	T1135
Did the corporation transfer or loan property to a non-resident trust?	<b>260</b>	<input type="checkbox"/>	T1141
Did the corporation receive a distribution from or was it indebted to a non-resident trust in the year?	<b>261</b>	<input type="checkbox"/>	T1142
Has the corporation entered into an agreement to allocate assistance for SR&ED carried out in Canada?	<b>262</b>	<input type="checkbox"/>	T1145
Has the corporation entered into an agreement to transfer qualified expenditures incurred in respect of SR&ED contracts?	<b>263</b>	<input type="checkbox"/>	T1146
Has the corporation entered into an agreement with other associated corporations for salary or wages of specified employees for SR&ED?	<b>264</b>	<input type="checkbox"/>	T1174
Did the corporation pay taxable dividends (other than capital gains dividends) in the tax year?	<b>265</b>	<input type="checkbox"/>	55
Has the corporation made an election under subsection 89(11) not to be a CCPC?	<b>266</b>	<input type="checkbox"/>	T2002
Has the corporation revoked any previous election made under subsection 89(11)?	<b>267</b>	<input type="checkbox"/>	T2002
Did the corporation (CCPC or deposit insurance corporation (DIC)) pay eligible dividends, or did its general rate income pool (GRIP) change in the tax year?	<b>268</b>	<input type="checkbox"/>	53
Did the corporation (other than a CCPC or DIC) pay eligible dividends, or did its low rate income pool (LRIP) change in the tax year?	<b>269</b>	<input type="checkbox"/>	54

**Additional information**

Did the corporation use the International Financial Reporting Standards (IFRS) when it prepared its financial statements?	<b>270</b>	1 Yes <input type="checkbox"/>	2 No <input checked="" type="checkbox"/>
Is the corporation inactive?	<b>280</b>	1 Yes <input type="checkbox"/>	2 No <input checked="" type="checkbox"/>
What is the corporation's main revenue-generating business activity? . . . . . <u>551113</u> Holding Companies			
Specify the principal products mined, manufactured, sold, constructed, or services provided, giving the approximate percentage of the total revenue that each product or service represents.	<b>284</b>	<b>HOLDING COMPANY</b>	<b>285</b> 100.000 %
	<b>286</b>		<b>287</b> %
	<b>288</b>		<b>289</b> %
Did the corporation immigrate to Canada during the tax year?	<b>291</b>	1 Yes <input type="checkbox"/>	2 No <input checked="" type="checkbox"/>
Did the corporation emigrate from Canada during the tax year?	<b>292</b>	1 Yes <input type="checkbox"/>	2 No <input checked="" type="checkbox"/>
Do you want to be considered as a quarterly instalment remitter if you are eligible?	<b>293</b>	1 Yes <input type="checkbox"/>	2 No <input type="checkbox"/>
If the corporation was eligible to remit instalments on a quarterly basis for part of the tax year, provide the date the corporation ceased to be eligible	<b>294</b>	Year Month Day	
If the corporation's major business activity is construction, did you have any subcontractors during the tax year?	<b>295</b>	1 Yes <input type="checkbox"/>	2 No <input type="checkbox"/>

**Taxable income**

Net income or (loss) for income tax purposes from Schedule 1, financial statements, or GIF	<b>300</b>	-167	A
<b>Deduct:</b>			
Charitable donations from Schedule 2	<b>311</b>		
Cultural gifts from Schedule 2	<b>313</b>		
Ecological gifts from Schedule 2	<b>314</b>		
Gifts of medicine made before March 22, 2017, from Schedule 2	<b>315</b>		
Taxable dividends deductible under section 112 or 113, or subsection 138(6) from Schedule 3	<b>320</b>		
Part VI.1 tax deduction*	<b>325</b>		
Non-capital losses of previous tax years from Schedule 4	<b>331</b>		
Net capital losses of previous tax years from Schedule 4	<b>332</b>		
Restricted farm losses of previous tax years from Schedule 4	<b>333</b>		
Farm losses of previous tax years from Schedule 4	<b>334</b>		
Limited partnership losses of previous tax years from Schedule 4	<b>335</b>		
Taxable capital gains or taxable dividends allocated from a central credit union	<b>340</b>		
Prospector's and grubstaker's shares	<b>350</b>		
	Subtotal		B
	Subtotal (amount A <b>minus</b> amount B) (if negative, enter "0")		C
Section 110.5 additions or subparagraph 115(1)(a)(vii) additions	<b>355</b>		D
<b>Taxable income</b> (amount C <b>plus</b> amount D)	<b>360</b>		
Income exempt under paragraph 149(1)(t)	<b>370</b>		
<b>Taxable income</b> for a corporation with exempt income under paragraph 149(1)(t) (line 360 <b>minus</b> line 370)			Z
<b>Taxable income</b> for the year from a personal services business			Z.1

\* This amount is equal to 3.5 times the Part VI.1 tax payable at line 724 on page 9.

**Small business deduction****Canadian-controlled private corporations (CCPCs) throughout the tax year**

Income from active business carried on in Canada from Schedule 7	400	A
Taxable income from line 360 on page 3, <b>minus</b> 100/28 ( 3.57143 ) of the amount on line 632* on page 8, <b>minus</b> 4 times the amount on line 636** on page 8, and <b>minus</b> any amount that, because of federal law, is exempt from Part I tax	405	B
Business limit (see notes 1 and 2 below)	410	C

**Notes:**

- For CCPCs that are not associated, enter \$ 500,000 on line 410. However, if the corporation's tax year is less than 51 weeks, prorate this amount by the number of days in the tax year **divided** by 365, and enter the result on line 410.
- For associated CCPCs, use Schedule 23 to calculate the amount to be entered on line 410.

**Business limit reduction:**

Amount C	x	415 ***	D	=		E1
			11,250			
Amount C	x	5	x	[	Adjusted aggregate investment income****	
500,000				-	50,000 ]	= E2

Business limit reduction (amounts E1 or E2, whichever is greater)****		E
Reduced business limit (amount C <b>minus</b> amount E) (if negative, enter "0")	425	F
Business limit the CCPC assigns under subsection 125(3.2) (from line 515 below)		G
Amount F <b>minus</b> amount G	427	H

**Small business deduction**

Amount A, B, C, or H, whichever is the least	x	Number of days in the tax year before January 1, 2018	x	17.5 %	=	1
		Number of days in the tax year	365			
Amount A, B, C, or H, whichever is the least	x	Number of days in the tax year after December 31, 2017, and before January 1, 2019	365	x	18 %	= 2
		Number of days in the tax year	365			
Amount A, B, C, or H, whichever is the least	x	Number of days in the tax year after December 31, 2018	x	19 %	=	3
		Number of days in the tax year	365			
Total of amounts 1, 2 and 3 (enter amount I at amount J on page 8)					430	I

\* Calculate the amount of foreign non-business income tax credit deductible on line 632 without reference to the refundable tax on the CCPC's investment income (line 604) and without reference to the corporate tax reductions under section 123.4.

\*\* Calculate the amount of foreign business income tax credit deductible on line 636 without reference to the corporation tax reductions under section 123.4.

**\*\*\* Large corporations**

- If the corporation is not associated with any corporations in both the current and previous tax years, the amount to be entered on line 415 is: (total taxable capital employed in Canada for the **prior** year **minus** \$10,000,000) x 0.225%.
- If the corporation is not associated with any corporations in the current tax year, but was associated in the previous tax year, the amount to be entered on line 415 is: (total taxable capital employed in Canada for the **current** year **minus** \$10,000,000) x 0.225%.
- For corporations associated in the current tax year, see Schedule 23 for the special rules that apply.

\*\*\*\* **For tax years starting after 2018**, the business limit reduction under subparagraph 125(5.1) ITA is the greater of the following amounts:

- Amount E1, based on the taxable capital employed in Canada for the corporation and associated corporations in the last tax year ending in the preceding calendar year; and,
- Amount E2, based on the total adjusted aggregate investment income for the corporation and associated corporations in tax years ending in the preceding calendar year.

For more information, consult the Help (F1).

**Specified corporate income and assignment under subsection 125(3.2)****Applicable to tax years that begin after March 21, 2016**

Except that, if the tax year of your corporation started before **and** ends on or after March 22, 2016 and in the tax year of a CCPC, you can make an assignment of business limit to that other CCPC if its tax year started after March 21, 2016.

J1 Name of corporation receiving the income and assigned amount	J Business number of the corporation receiving the assigned amount	K Income paid under clause 125(1)(a)(i)(B) to the corporation identified in column J <sup>3</sup>	L Business limit assigned to corporation identified in column J <sup>4</sup>
	<b>490</b>	<b>500</b>	<b>505</b>
1.			
Total <b>510</b>		Total <b>515</b>	

**Notes:**

3. This amount is [as defined in subsection 125(7) **specified corporate income** (a)(i)] the total of all amounts each of which is income from an active business of the corporation for the year from the provision of services or property to a private corporation (directly or indirectly, in any manner whatever) if
- (A) at any time in the year, the corporation (or one of its shareholders) or a person who does not deal at arm's length with the corporation (or one of its shareholders) holds a direct or indirect interest in the private corporation, and
- (B) it is not the case that all or substantially all of the corporation's income for the year from an active business is from the provision of services or property to
- (I) persons (other than the private corporation) with which the corporation deals at arm's length, or
- (II) partnerships with which the corporation deals at arm's length, other than a partnership in which a person that does not deal at arm's length with the corporation holds a direct or indirect interest.
4. The amount of the business limit you assign to a CCPC cannot be greater than the amount determined by the formula  $A - B$ , where A is the amount of income referred to in column K in respect of that CCPC and B is the portion of the amount described in A that is deductible by you in respect of the amount of income referred to in clauses 125(1)(a)(i)(A) or (B) for the year. The amount on line 515 cannot be greater than the amount on line 425.

**General tax reduction for Canadian-controlled private corporations****Canadian-controlled private corporations throughout the tax year**

Taxable income from page 3 (line 360 or amount Z, whichever applies)	.....	A
Lesser of amounts 9B and 9H from Part 9 of Schedule 27	.....	B
Amount 13K from Part 13 of Schedule 27	.....	C
Personal services business income	<b>432</b>	D
Amount used to calculate the credit union deduction (amount 2E from Schedule 17)	.....	E
Amount from line 400, 405, 410, or 427 on page 4, whichever is the least	.....	F
Aggregate investment income from line 440 on page 6*	.....	G
Subtotal (add amounts B to G)	.....	H
Amount A minus amount H (if negative, enter "0")	.....	I
<b>General tax reduction for Canadian-controlled private corporations</b> – Amount I multiplied by 13 %	.....	J

Enter amount J on line 638 on page 8.

\* Except for a corporation that is, throughout the year, a cooperative corporation (within the meaning assigned by subsection 136(2)) or a credit union.

**General tax reduction**

**Do not complete this area if you are a Canadian-controlled private corporation, an investment corporation, a mortgage investment corporation, a mutual fund corporation, or any corporation with taxable income that is not subject to the corporation tax rate of 38%.**

Taxable income from page 3 (line 360 or amount Z, whichever applies)	.....	K
Lesser of amounts 9B and 9H from Part 9 of Schedule 27	.....	L
Amount 13K from Part 13 of Schedule 27	.....	M
Personal services business income	<b>434</b>	N
Amount used to calculate the credit union deduction (amount 2E from Schedule 17)	.....	O
Subtotal (add amounts L to O)	.....	P
Amount K minus amount P (if negative, enter "0")	.....	Q
<b>General tax reduction</b> – Amount Q multiplied by 13 %	.....	R

Enter amount R on line 639 on page 8.

**Refundable portion of Part I tax****Canadian-controlled private corporations throughout the tax year**

Aggregate investment income from Schedule 7 ..... **440** ..... x 30 2 / 3 % = ..... A

Foreign non-business income tax credit from line 632 on page 8 ..... B

**Deduct:**

Foreign investment income from Schedule 7 ..... **445** ..... x 8 % = ..... C

Subtotal (amount B **minus** amount C) (if negative, enter "0") ..... D

Amount A **minus** amount D (if negative, enter "0") ..... E

Taxable income from line 360 on page 3 ..... F

**Deduct:**

Amount from line 400, 405, 410, or 427 on page 4, whichever is the least ..... G

Foreign non-business income tax credit from line 632 on page 8 ..... x 75 / 29 = ..... H

Foreign business income tax credit from line 636 on page 8 ..... x 4 = ..... I

Subtotal (total of amounts G, H and I) ..... J

Subtotal (amount F **minus** amount J) (if negative, enter "0") ..... K x 30 2 / 3 % = ..... L

Part I tax payable minus investment tax credit refund (line 700 **minus** line 780 from page 9) ..... M

**Refundable portion of Part I tax** – Amount E, L, or M, whichever is the least ..... **450** ..... N

**Refundable dividend tax on hand****Eligible refundable dividend tax on hand account (ERDTH)\* (applicable to taxation years that start after 2018)**

Eligible refundable dividend tax on hand at the end of the previous tax year ..... a

Dividend refund from the ERDTH for the previous tax year ..... b

Subtotal (amount a **minus** amount b) ..... O1

Part IV tax payable attributable to eligible dividends received from unconnected corporations (amount N1 from Schedule 3) ..... c

Part IV tax attributable to taxable dividends received from connected corporations which generated a dividend refund from their ERDTH account (amount N2 from Schedule 3) ..... d

Net eligible refundable dividend tax on hand transferred from a predecessor corporation on amalgamation, or from a wound-up subsidiary corporation ..... e

Subtotal (**add** amounts c, d and e) ..... R1

**Eligible refundable dividend tax on hand at the end of the tax year** (amount O1 **plus** amount R1) ..... R2



**Refundable dividend tax on hand (continued)****Refundable dividend tax on hand****(for tax years that start after 2018, non-eligible refundable dividend tax on hand account (NERDTH)\*)**

Refundable dividend tax on hand at the end of the previous tax year . . . . . **460** \_\_\_\_\_  
 (for tax years that start after 2018, non-eligible refundable dividend  
 tax on hand at the end of the previous tax year)

Dividend refund for the previous tax year . . . . . **465** \_\_\_\_\_  
 (for tax years that start after 2018, dividend refund  
 from the NERDTH for the previous tax year)

Subtotal (line 460 **minus** line 465) \_\_\_\_\_ **▶** \_\_\_\_\_ O2

Refundable portion of Part I tax from line 450 above . . . . . \_\_\_\_\_ P

Total Part IV tax payable from line 360 in Schedule 3 . . . . . \_\_\_\_\_ Q  
 (for tax years that start after 2018, total Part IV tax payable less the Part IV tax attributable  
 to the ERDTH account (amount N3 from Schedule 3) (if negative, enter « 0 »))

Net refundable dividend tax on hand transferred from a predecessor  
 corporation on amalgamation, or from a wound-up subsidiary corporation . . . . . **480** \_\_\_\_\_  
 (for tax years that start after 2018, net non-eligible  
 refundable dividend tax on hand transferred)

Subtotal (**add** amounts P, Q and line 480) \_\_\_\_\_ **▶** \_\_\_\_\_ R3

**Refundable dividend tax on hand at the end of the tax year** (amount O2 **plus** amount R3) . . . . . \_\_\_\_\_ R4  
 (for tax years that start after 2018, non-eligible refundable dividend tax on hand at the end of the tax year)

**Refundable dividend tax on hand at the end of the tax year** (amount R2 **plus** amount R4) . . . . . **485** \_\_\_\_\_

\* For more information, consult the Help (F1).

**Dividend refund****Private and subject corporations at the time taxable dividends were paid in the tax year****Refund attributable to eligible dividends paid in the taxation year\* (applicable to taxation years that start after 2018)**

Eligible Dividend paid in the tax year . . . . . x 38 1 / 3 % = \_\_\_\_\_ S1

Eligible refundable dividend tax on hand at the end of the tax year (amount R2) . . . . . \_\_\_\_\_ T1

**Dividend refund attributable to the ERDTH** (amount S1 or T1, whichever is less) \_\_\_\_\_ **▶** \_\_\_\_\_ U1

**Dividend refund****(for tax years that start after 2018, dividend refund attributable to non-eligible dividends paid in the tax year\*)**

Taxable dividends paid in the tax year from line 460  
 of Schedule 3 . . . . . x 38 1 / 3 % = \_\_\_\_\_ S2  
 (for tax years that start after 2018, taxable non-eligible  
 dividends paid in the tax year)

Refundable dividend tax on hand at the end of the tax year (amount R4) . . . . . \_\_\_\_\_ T2  
 (for tax years that start after 2018, non-eligible  
 refundable dividend tax on hand at the end of the tax year)

**Dividend refund** (amount S2 or T2, whichever is less) \_\_\_\_\_ **▶** \_\_\_\_\_ U2  
 (for tax years that start after 2018, dividend refund attributable to the NERDTH)

**For tax years that start after 2018:**

Amount S2 **minus** amount T2 (if negative, enter "0") . . . . . \_\_\_\_\_ S3

Eligible refundable dividend tax on hand minus dividend refund attributable to the ERDTH  
 (amount T1 **minus** amount U1) . . . . . \_\_\_\_\_ T3

**Additional dividend refund attributable to the ERDTH** (amount S3 or T3, whichever is less) \_\_\_\_\_ **▶** \_\_\_\_\_ U3

**Dividend refund** (amount U1 **plus** amount U2 **plus** amount U3) . . . . . \_\_\_\_\_ U

Enter amount U on line 784 on page 9.

\* For more information, consult the Help (F1).

**Part I tax**Base amount Part I tax – Taxable income from page 3 (line 360 or amount Z, whichever applies) **multiplied** by 38 % . . . . . **550** A**Additional tax on personal services business income** (section 123.5)Taxable income from a personal services business . . . . . **555** x 5 % = **560** BRecapture of investment tax credit from Schedule 31 . . . . . **602** C**Calculation for the refundable tax on the Canadian-controlled private corporation's (CCPC) investment income**  
(if it was a CCPC throughout the tax year)

Aggregate investment income from line 440 on page 6 . . . . . D

Taxable income from line 360 on page 3 . . . . . E

**Deduct:**Amount from line 400, 405, 410, or 427 on page 4,  
whichever is the least . . . . . FNet amount (amount E **minus** amount F) **▶** GRefundable tax on CCPC's investment income – 10 2 / 3 % of whichever is less: amount D or amount G . . . . . **604** HSubtotal (**add** amounts A, B, C, and H) I**Deduct:**

Small business deduction from line 430 on page 4 . . . . . J

Federal tax abatement . . . . . **608**Manufacturing and processing profits deduction from Schedule 27 . . . . . **616**Investment corporation deduction . . . . . **620**Taxed capital gains **624**Additional deduction – credit unions from Schedule 17 . . . . . **628**Federal foreign non-business income tax credit from Schedule 21 . . . . . **632**Federal foreign business income tax credit from Schedule 21 . . . . . **636**General tax reduction for CCPCs from amount J on page 5 . . . . . **638**General tax reduction from amount R on page 5 . . . . . **639**Federal logging tax credit from Schedule 21 . . . . . **640**Eligible Canadian bank deduction under section 125.21 . . . . . **641**Federal qualifying environmental trust tax credit . . . . . **648**Investment tax credit from Schedule 31 . . . . . **652**Subtotal **▶** K**Part I tax payable** – Amount I **minus** amount K . . . . . L

Enter amount L on line 700 on page 9.

**Privacy statement**

Personal information is collected under the Income Tax Act to administer tax, benefits, and related programs. It may also be used for any purpose related to the enforcement of the Act such as audit, compliance and collections activities. It may be shared or verified with other federal, provincial, territorial or foreign government institutions to the extent authorized by law. Failure to provide this information may result in interest payable, penalties or other actions. Under the Privacy Act, individuals have the right to access their personal information, request correction, or file a complaint to the Privacy Commissioner of Canada regarding the handling of the individual's personal information. Refer to Personal Information Bank CRA PPU 047 on Info Source at [canada.ca/cra-info-source](http://canada.ca/cra-info-source).

**Summary of tax and credits****Federal tax**

Part I tax payable from amount L on page 8	700	
Part II surtax payable from Schedule 46	708	
Part III.1 tax payable from Schedule 55	710	
Part IV tax payable from Schedule 3	712	
Part IV.1 tax payable from Schedule 43	716	
Part VI tax payable from Schedule 38	720	
Part VI.1 tax payable from Schedule 43	724	
Part XIII.1 tax payable from Schedule 92	727	
Part XIV tax payable from Schedule 20	728	

Total federal tax

**Add provincial or territorial tax:**

Provincial or territorial jurisdiction . . . **750** BC  
(if more than one jurisdiction, enter "multiple" and complete Schedule 5)

Net provincial or territorial tax payable (except Quebec and Alberta) . . . **760**  
Total tax payable **770** A

**Deduct other credits:**

Investment tax credit refund from Schedule 31	780	
Dividend refund from amount U on page 7	784	
Federal capital gains refund from Schedule 18	788	
Federal qualifying environmental trust tax credit refund	792	
Canadian film or video production tax credit refund (Form T1131)	796	
Film or video production services tax credit refund (Form T1177)	797	
Tax withheld at source	800	
Total payments on which tax has been withheld	801	
Provincial and territorial capital gains refund from Schedule 18	808	
Provincial and territorial refundable tax credits from Schedule 5	812	
Tax instalments paid	840	
Total credits	890	B

Refund code **894** Overpayment Balance (amount A minus amount B)

**Direct deposit request**

To have the corporation's refund deposited directly into the corporation's bank account at a financial institution in Canada, or to change banking information you already gave us, complete the information below:

☐ Start ☐ Change information **910** Branch number  
**914** Institution number **918** Account number

If the result is positive, you have a **balance unpaid**.  
If the result is negative, you have an **overpayment**.  
Enter the amount on whichever line applies.  
Generally, we do not charge or refund a difference of \$2 or less.

Balance unpaid . . . . .  
For information on how to make your payment, go to [canada.ca/payments](http://canada.ca/payments).

If the corporation is a Canadian-controlled private corporation throughout the tax year, does it qualify for the one-month extension of the date the balance of tax is due? . . . **896** 1 Yes ☐ 2 No ☐  
If this return was prepared by a tax preparer for a fee, provide their EFILE number . . . **920** P3920

**Certification**

I, **950** FERRERO Last name **951** GUILLERMO First name **954** PRESIDENT Position, office, or rank  
am an authorized signing officer of the corporation. I certify that I have examined this return, including accompanying schedules and statements, and that the information given on this return is, to the best of my knowledge, correct and complete. I also certify that the method of calculating income for this tax year is consistent with that of the previous tax year except as specifically disclosed in a statement attached to this return.  
**955** Date (yyyy/mm/dd) Signature of the authorized signing officer of the corporation **956** (250) 245-6400 Telephone number  
Is the contact person the same as the authorized signing officer? If **no**, complete the information below . . . **957** 1 Yes ☐ 2 No ☒  
**958** Cara Light, C.A. Name of other authorized person **959** (250) 746-4406 Telephone number

**Language of correspondence – Langue de correspondance**

Indicate your language of correspondence by entering **1** for English or **2** for French.  
Indiquez votre langue de correspondance en inscrivant **1** pour anglais ou **2** pour français. **990** ☐ 1

**SCHEDULE 100****GENERAL INDEX OF FINANCIAL INFORMATION – GIF**

Form identifier 100

Name of corporation	Business Number	Tax year-end Year Month Day
DL 2016 Holdings Corporation	85584 7455 RC0001	2018-12-31

**Assets – lines 1000 to 2599**

<b>1000</b>	999	<b>1599</b>	999	<b>2599</b>	999
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**Liabilities – lines 2600 to 3499**

<b>3261</b>	6,717	<b>3450</b>	6,717	<b>3499</b>	6,717
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**Shareholder equity – lines 3500 to 3640**

<b>3500</b>	10	<b>3600</b>	-5,728	<b>3620</b>	-5,718
<b>3640</b>	999				

**Retained earnings – lines 3660 to 3849**

<b>3660</b>	-5,561	<b>3680</b>	-167	<b>3849</b>	-5,728
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PREPARED SOLELY FOR INCOME TAX PURPOSES WITHOUT AUDIT OR REVIEW FROM INFORMATION PROVIDED BY THE TAXPAYER.

**SCHEDULE 125****GENERAL INDEX OF FINANCIAL INFORMATION – GIF**

Form identifier 125

Name of corporation	Business Number	Tax year-end Year Month Day
DL 2016 Holdings Corporation	85584 7455 RC0001	2018-12-31

**Description**Sequence number . . . . . **0003** 01**Revenue – lines 8000 to 8299**

<b>8000</b>	23,725	<b>8089</b>	23,725	<b>8100</b>	96
<b>8299</b>	23,821				

**Cost of sales – lines 8300 to 8519**

<b>8519</b>	23,725
-------------	--------

**Operating expenses – lines 8520 to 9369**

<b>8862</b>	263	<b>8910</b>	23,725	<b>9367</b>	23,988
<b>9368</b>	23,988	<b>9369</b>	-167		

**Extraordinary items and taxes – lines 9970 to 9999**

<b>9970</b>	-167	<b>9999</b>	-167
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PREPARED SOLELY FOR INCOME TAX PURPOSES WITHOUT AUDIT OR REVIEW FROM INFORMATION PROVIDED BY THE TAXPAYER.



## Corporation Loss Continuity and Application

Corporation's name	Business number	Tax year-end Year Month Day
DL 2016 Holdings Corporation	85584 7455 RC0001	2018-12-31

- Use this form to determine the continuity and use of available losses; to determine a current-year non-capital loss, farm loss, restricted farm loss, or limited partnership loss; to determine the amount of restricted farm loss and limited partnership loss that can be applied in a year; and to ask for a loss carryback to previous years.
- A corporation can choose whether or not to deduct an available loss from income in a tax year. The corporation can deduct losses in any order. However, for each type of loss, deduct the oldest loss first.
- According to subsection 111(4) of the *Income Tax Act*, when control has been acquired, no amount of capital loss incurred for a tax year ending before that time is deductible in computing taxable income in a tax year ending after that time. Also, no amount of capital loss incurred in a tax year ending after that time is deductible in computing taxable income of a tax year ending before that time.
- When control has been acquired, subsection 111(5) provides for similar treatment of non-capital and farm losses, except as listed in paragraphs 111(5)(a) and (b).
- For information on these losses, see the *T2 Corporation – Income Tax Guide*.
- File one completed copy of this schedule with the T2 return, or send the schedule by itself to the tax centre where the return is filed.
- All legislative references are to the *Income Tax Act*.

## Part 1 – Non-capital losses

## Determination of current-year non-capital loss

Net income (loss) for income tax purposes ..... -167 A

## Deduct: (increase a loss)

Net capital losses deducted in the year (enter as a positive amount) ..... a  
 Taxable dividends deductible under section 112 or subsections 113(1) or 138(6) ..... b  
 Amount of Part VI.1 tax deductible under paragraph 110(1)(k) ..... c  
 Amount deductible as prospector's and grubstaker's shares – Paragraph 110(1)(d.2) ..... d  
 Subtotal (total of amounts a to d) ..... B  
 Subtotal (amount A **minus** amount B; if positive, enter "0") ..... -167 C

## Deduct: (increase a loss)

Section 110.5 or subparagraph 115(1)(a)(vii) – Addition for foreign tax deductions ..... D  
 Subtotal (amount C **minus** amount D) ..... -167 E

## Add: (decrease a loss)

Current-year farm loss (the lesser of: the net loss from farming or fishing included in income and the non-capital loss before deducting the farm loss) ..... F  
 Current-year non-capital loss (amount E **plus** amount F; if positive, enter "0") ..... -167 G  
 If amount G is negative, enter it on line 110 as a positive.

## Continuity of non-capital losses and request for a carryback

Non-capital loss at the end of the previous tax year ..... 11,120 e  
 Deduct: Non-capital loss expired (note 1) ..... 100 f  
 Non-capital losses at the beginning of the tax year (amount e **minus** amount f) ..... 102 11,120 H

## Add:

Non-capital losses transferred on an amalgamation or on the wind-up of a subsidiary (note 2) corporation ..... 105 g  
 Current-year non-capital loss (from amount G) ..... 110 167 h  
 Subtotal (amount g **plus** amount h) ..... 167 I  
 Subtotal (amount H **plus** amount I) ..... 11,287 J

Note 1: A non-capital loss expires as follows:

- after **10** tax years if it arose in a tax year ending after March 22, 2004, and before 2006; and
- after **20** tax years if it arose in a tax year ending after 2005.

An allowable business investment loss becomes a net capital loss after **10** tax years if it arose in a tax year ending after March 22, 2004.

Note 2: Subsidiary is defined in subsection 88(1) as a taxable Canadian corporation of which 90% or more of each class of issued shares are owned by its parent corporation and the remaining shares are owned by persons that deal at arm's length with the parent corporation.

**Part 1 – Non-capital losses (continued)****Deduct:**

Other adjustments (includes adjustments for an acquisition of control)	150	i
Section 80 – Adjustments for forgiven amounts	140	j
Subsection 111(10) – Adjustments for fuel tax rebate		j.1
Non-capital losses of previous tax years applied in the current tax year	130	k
Enter amount k on line 331 of the T2 Return.		
Current and previous year non-capital losses applied against current-year taxable dividends subject to Part IV tax (note 3)	135	l
Subtotal (total of amounts i to l)		K
Non-capital losses before any request for a carryback (amount J <b>minus</b> amount K)	11,287	L

**Deduct – Request to carry back non-capital loss to:**

First previous tax year to reduce taxable income	901	m
Second previous tax year to reduce taxable income	902	n
Third previous tax year to reduce taxable income	903	o
First previous tax year to reduce taxable dividends subject to Part IV tax	911	p
Second previous tax year to reduce taxable dividends subject to Part IV tax	912	q
Third previous tax year to reduce taxable dividends subject to Part IV tax	913	r
Total of requests to carry back non-capital losses to previous tax years (total of amounts m to r)		M
Closing balance of non-capital losses to be carried forward to future tax years (amount L <b>minus</b> amount M)	180	11,287
		N

Note 3: Amount l is the total of lines 330 and 335 from Schedule 3, *Dividends Received, Taxable Dividends Paid, and Part IV Tax Calculation*.

**Part 2 – Capital losses****Continuity of capital losses and request for a carryback**

Capital losses at the end of the previous tax year	200	a
Capital losses transferred on an amalgamation or on the wind-up of a subsidiary corporation	205	b
Subtotal (amount a <b>plus</b> amount b)		A

**Deduct:**

Other adjustments (includes adjustments for an acquisition of control)	250	c
Section 80 – Adjustments for forgiven amounts	240	d
Subtotal (amount c <b>plus</b> amount d)		B
Subtotal (amount A <b>minus</b> amount B)		C

**Add:** Current-year capital loss (from the calculation on Schedule 6, *Summary of Dispositions of Capital Property*) 210 D

Unused non-capital losses that expired in the tax year (note 4)		e
Allowable business investment losses (ABILs) that expired as non-capital losses at the end of the previous tax year (note 5)		f
Enter amount e or f, whichever is less	215	g
ABILs expired as non-capital losses: line 215 <b>multiplied by</b> 2.000000	220	E
Subtotal (total of amounts C to E)		F

**Note**

If there has been an amalgamation or a wind-up of a subsidiary, do a separate calculation of the ABIL expired as non-capital loss for each predecessor or subsidiary corporation. Add all these amounts and enter the total on line 220 above.

Note 4: If the loss was incurred in a tax year ending after March 22, 2004, determine the amount of the loss from the 11th previous tax year and enter the part of that loss that was not used in previous years and the current year on line e.

Note 5: If the ABILs were incurred in a tax year ending after March 22, 2004, enter the amount of the ABILs from the 11th previous tax year. Enter the full amount on line f.

**Part 2 – Capital losses (continued)**

**Deduct:** Capital losses from previous tax years applied against the current-year net capital gain (note 6) ..... **225** ..... G

Capital losses before any request for a carryback (amount F **minus** amount G) ..... H

**Deduct – Request to carry back capital loss to (note 7):**

	Capital gain (100%)	Amount carried back (100%)	
First previous tax year .....	<b>951</b>	.....	h
Second previous tax year .....	<b>952</b>	.....	i
Third previous tax year .....	<b>953</b>	.....	j
	Subtotal (total of amounts h to j) .....	▶	I
	Closing balance of capital losses to be carried forward to future tax years (amount H <b>minus</b> amount I) .....	<b>280</b>	J

Note 6: To get the net capital losses required to reduce the taxable capital gain included in the net income (loss) for the current-year tax, enter the amount from line 225 **divided** by 2 at line 332 of the T2 return.

Note 7: On line 225, 951, 952, or 953, whichever applies, enter the actual amount of the loss. When the loss is applied, divide this amount by 2. The result represents the 50% inclusion rate.

**Part 3 – Farm losses****Continuity of farm losses and request for a carryback**

Farm losses at the end of the previous tax year ..... a

**Deduct:** Farm loss expired (note 8) ..... **300** ..... b

Farm losses at the beginning of the tax year (amount a **minus** amount b) ..... **302** ..... A

**Add:**

Farm losses transferred on an amalgamation or on the wind-up of a subsidiary corporation ... **305** ..... c

Current-year farm loss (amount F in Part 1) ..... **310** ..... d

Subtotal (amount c **plus** amount d) ..... ▶ ..... B

Subtotal (amount A **plus** amount B) ..... C

**Deduct:**

Other adjustments (includes adjustments for an acquisition of control) ..... **350** ..... e

Section 80 – Adjustments for forgiven amounts ..... **340** ..... f

Farm losses of previous tax years applied in the current tax year ..... **330** ..... g

Enter amount g on line 334 of the T2 Return.

Current and previous year farm losses applied against current-year taxable dividends subject to Part IV tax (note 9) ..... **335** ..... h

Subtotal (total of amounts e to h) ..... ▶ ..... D

Farm losses before any request for a carryback (amount C **minus** amount D) ..... E

**Deduct – Request to carry back farm loss to:**

First previous tax year to reduce taxable income ..... **921** ..... i

Second previous tax year to reduce taxable income ..... **922** ..... j

Third previous tax year to reduce taxable income ..... **923** ..... k

First previous tax year to reduce taxable dividends subject to Part IV tax ..... **931** ..... l

Second previous tax year to reduce taxable dividends subject to Part IV tax ..... **932** ..... m

Third previous tax year to reduce taxable dividends subject to Part IV tax ..... **933** ..... n

Subtotal (total of amounts i to n) ..... ▶ ..... F

Closing balance of farm losses to be carried forward to future tax years (amount E **minus** amount F) ..... **380** ..... G

Note 8: A farm loss expires as follows:

- after **10** tax years if it arose in a tax year ending before 2006; and
- after **20** tax years if it arose in a tax year ending after 2005.

Note 9: Amount h is the total of lines 340 and 345 from Schedule 3.



**Part 4 – Restricted farm losses****Current-year restricted farm loss**Total losses for the year from farming business ..... **485** ..... A**Minus** the deductible farm loss:(amount A above \_\_\_\_\_ – \$2,500) **divided by 2 =** ..... aAmount a or \$ 15,000 (note 10), whichever is less ..... **2,500** ..... bSubtotal (amount b **plus** amount c) ..... **2,500** ..... **2,500** BCurrent-year restricted farm loss (amount A **minus** amount B) ..... C**Continuity of restricted farm losses and request for a carryback**

Restricted farm losses at the end of the previous tax year ..... d

**Deduct:** Restricted farm loss expired (note 11) ..... **400** ..... eRestricted farm losses at the beginning of the tax year (amount d **minus** amount e) ..... **402** ..... D**Add:**Restricted farm losses transferred on an amalgamation or on the wind-up  
of a subsidiary corporation ..... **405** ..... fCurrent-year restricted farm loss (from amount C) ..... **410** ..... gEnter amount g on line 233 of Schedule 1, *Net Income (Loss) for Income Tax Purposes*.Subtotal (amount f **plus** amount g) ..... ESubtotal (amount D **plus** amount E) ..... F**Deduct:**Restricted farm losses from previous tax years applied against current farming income ..... **430** ..... h

Enter amount h on line 333 of the T2 return.

Section 80 – Adjustments for forgiven amounts ..... **440** ..... iOther adjustments ..... **450** ..... j

Subtotal (total of amounts h to j) ..... G

Restricted farm losses before any request for a carryback (amount F **minus** amount G) ..... H**Deduct – Request to carry back restricted farm loss to:**First previous tax year to reduce farming income ..... **941** ..... kSecond previous tax year to reduce farming income ..... **942** ..... lThird previous tax year to reduce farming income ..... **943** ..... m

Subtotal (total of amounts k to m) ..... I

Closing balance of restricted farm losses to be carried forward to future tax years (amount H **minus** amount I) ..... **480** ..... J**Note**

The total losses for the year from all farming businesses are calculated without including scientific research expenses.

Note 10: For tax years that end before March 21, 2013, use \$6,250 instead of \$15,000.

Note 11: A restricted farm loss expires as follows:

- after **10** tax years if it arose in a tax year ending before 2006; and
- after **20** tax years if it arose in a tax year ending after 2005.

**Part 5 – Listed personal property losses****Continuity of listed personal property loss and request for a carryback**

Listed personal property losses at the end of the previous tax year ..... a

**Deduct:** Listed personal property loss expired after 7 tax years ..... **500** ..... b

Listed personal property losses at the beginning of the tax year (amount a **minus** amount b) ... **502** ..... **▶** ..... A

**Add:** Current-year listed personal property loss (from Schedule 6) ..... **510** ..... B

Subtotal (amount A **plus** amount B) ..... C

**Deduct:**

Listed personal property losses from previous tax years applied against listed personal property gains ..... **530** ..... c

Enter amount c on line 655 of Schedule 6.

Other adjustments ..... **550** ..... d

Subtotal (amount c **plus** amount d) ..... **▶** ..... D

Listed personal property losses remaining before any request for a carryback (amount C **minus** amount D) ..... E

**Deduct – Request to carry back listed personal property loss to:**

First previous tax year to reduce listed personal property gains ..... **961** ..... e

Second previous tax year to reduce listed personal property gains ..... **962** ..... f

Third previous tax year to reduce listed personal property gains ..... **963** ..... g

Subtotal (total of amounts e to g) ..... **▶** ..... F

Closing balance of listed personal property losses to be carried forward to future tax years (amount E **minus** amount F) **580** ..... G

**Part 7 – Limited partnership losses****Current-year limited partnership losses**

1	2	3	4	5	6	7
Partnership account number	Tax year ending yyyy/mm/dd	Corporation's share of limited partnership loss	Corporation's at-risk amount	Total of corporation's share of partnership investment tax credit, farming losses, and resource expenses	Column 4 <b>minus</b> column 5 (if negative, enter "0")	Current -year limited partnership losses (column 3 <b>minus</b> column 6)
<b>600</b>	<b>602</b>	<b>604</b>	<b>606</b>	<b>608</b>		<b>620</b>

1.

**Total** (enter this amount on line 222 of Schedule 1)**Limited partnership losses from previous tax years that may be applied in the current year**

1	2	3	4	5	6	7
Partnership account number	Tax year ending yyyy/mm/dd	Limited partnership losses at the end of the previous tax year and amounts transferred on an amalgamation or on the wind-up of a subsidiary	Corporation's at-risk amount	Total of corporation's share of partnership investment tax credit, business or property losses, and resource expenses	Column 4 <b>minus</b> column 5 (if negative, enter "0")	Limited partnership losses that may be applied in the year (the lesser of columns 3 and 6)
<b>630</b>	<b>632</b>	<b>634</b>	<b>636</b>	<b>638</b>		<b>650</b>

1.

**Continuity of limited partnership losses that can be carried forward to future tax years**

1	2	3	4	5	6
Partnership account number	Limited partnership losses at the end of the previous tax year	Limited partnership losses transferred in the year on an amalgamation or on the wind-up of a subsidiary	Current-year limited partnership losses (from line 620)	Limited partnership losses applied in the current year (must be equal to or less than line 650)	Current year limited partnership losses closing balance to be carried forward to future years (column 2 <b>plus</b> column 3 <b>plus</b> column 4 <b>minus</b> column 5)
<b>660</b>	<b>662</b>	<b>664</b>	<b>670</b>	<b>675</b>	<b>680</b>

1.

**Total** (enter this amount on line 335 of the T2 return)**Note**

If you need more space, you can attach more schedules.

**Part 8 – Election under paragraph 88(1.1)(f)**

If you are making an election under paragraph 88(1.1)(f), check the box

**190**

Yes

☐

In the case of the wind-up of a subsidiary, if the election is made, the non-capital loss, restricted farm loss, farm loss, or limited partnership loss of the subsidiary—that otherwise would become the loss of the parent corporation for a particular tax year starting after the wind-up began—will be considered as the loss of the parent corporation for its immediately preceding tax year and not for the particular year.

**Note**

This election is only applicable for wind-ups under subsection 88(1) that are reported on Schedule 24, *First-Time Filer after Incorporation, Amalgamation, or Winding-up of a Subsidiary into a Parent*.

# Non-Capital Loss Continuity Workchart

## Part 6 – Analysis of balance of losses by year of origin

### Non-capital losses

Year of origin	Balance at beginning of year	Loss incurred in current year	Adjustments and transfers	Loss carried back Parts I & IV	Applied to reduce		Balance at end of year
					Taxable income	Part IV tax	
Current	N/A	167			N/A		167
1st preceding taxation year 2017-12-31	996	N/A		N/A			996
2nd preceding taxation year 2016-12-31	885	N/A		N/A			885
3rd preceding taxation year 2015-12-31	2,071	N/A		N/A			2,071
4th preceding taxation year 2014-12-31	1,444	N/A		N/A			1,444
5th preceding taxation year 2013-12-31	5,724	N/A		N/A			5,724
6th preceding taxation year 2012-12-31		N/A		N/A			
7th preceding taxation year 2011-12-31		N/A		N/A			
8th preceding taxation year 2010-12-31		N/A		N/A			
9th preceding taxation year 2009-12-31		N/A		N/A			
10th preceding taxation year 2009-07-16		N/A		N/A			
11th preceding taxation year 2007-12-31		N/A		N/A			
12th preceding taxation year 2006-12-31		N/A		N/A			
13th preceding taxation year 2005-12-31		N/A		N/A			
14th preceding taxation year 2004-12-31		N/A		N/A			
15th preceding taxation year 2003-12-31		N/A		N/A			
16th preceding taxation year 2002-12-31		N/A		N/A			
17th preceding taxation year 2001-12-31		N/A		N/A			
18th preceding taxation year 2000-12-31		N/A		N/A			
19th preceding taxation year 1999-12-31		N/A		N/A			
20th preceding taxation year 1998-12-31		N/A		N/A			*
<b>Total</b>	11,120	167					11,287

\* This balance expires this year and will not be available next year.

**SHAREHOLDER INFORMATION**

Name of corporation	Business Number	Tax year end Year Month Day
DL 2016 Holdings Corporation	85584 7455 RC0001	2018-12-31

All private corporations must complete this schedule for any shareholder who holds 10% or more of the corporation's common and/or preferred shares.

		Provide only one number per shareholder				
Name of shareholder (after name, indicate in brackets if the shareholder is a corporation, partnership, individual, or trust)		Business Number (If a corporation is not registered, enter "NR")	Social insurance number	Trust number	Percentage common shares	Percentage preferred shares
100		200	300	350	400	500
1	TOWN OF LADYSMITH	10812 7622 RC0001			100.000	
2						
3						
4						
5						
6						
7						
8						
9						
10						

# Corporate Taxpayer Summary

## Corporate information

Corporation's name	DL 2016 Holdings Corporation															
Taxation Year	2018-01-01 to 2018-12-31															
Jurisdiction	British Columbia															
BC	AB	SK	MB	ON	QC	NB	NS	NO	PE	NL	XO	YT	NT	NU	OC	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Corporation is associated	N															
Corporation is related	N															
Number of associated corporations																
Type of corporation	Other Private Corporation															
Total amount due (refund) federal and provincial*																

\* The amounts displayed on lines "Total amount due (refund) federal and provincial" are all listed in the help. Press F1 to consult the context-sensitive help.

## Summary of federal information

Net income	-167
Taxable income	
Donations	
Calculation of income from an active business carried on in Canada	
Dividends paid	
Dividends paid – Regular	
Dividends paid – Eligible	
Balance of the low rate income pool at the end of the previous year	
Balance of the low rate income pool at the end of the year	
Balance of the general rate income pool at the end of the previous year	
Balance of the general rate income pool at the end of the year	
Part I tax (base amount)	

## Summary of federal carryforward/carryback information

<b>Carryforward balances</b>	
Non-capital losses	11,287

## Summary of provincial information – provincial income tax payable

	British Columbia	Saskatchewan	Manitoba
% Allocation	100.00		
Attributed taxable income			
Tax payable before deduction			
Deductions and credits			
Tax payable or refundable credit			
Attributed taxable capital	N/A		
Capital tax payable*	N/A		
Instalments and refundable credits	N/A		
Balance due/Refund (-)	N/A		
<b>Credit unions and caisses populaires profits tax (MB-Credit Unions)</b>			
Tax payable	N/A	N/A	
<b>Logging tax payable (FIN542)</b>			
Tax payable		N/A	N/A

\* For Manitoba, this includes the Outstanding Balance Excluding Instalments.

**Summary – taxable capital****Federal**

Corporate name	Taxable capital used to calculate the business limit reduction (T2, line 415)	Taxable capital used to calculate the SR&ED expenditure limit for a CCPC (Schedules 31 and 49)	Taxable capital used to calculate line 233 of the T2 return	Taxable capital used to calculate line 234 of the T2 return
DL 2016 Holdings Corporation				
Total				

**Québec**

Corporate name	Paid-up capital used to calculate the Québec business limit reduction (CO-771) and to calculate the additional deduction for transportation costs of remote manufacturing SMEs (CO-156.TR)	Paid-up capital used to calculate the tax credit for investment (CO-1029.8.36.IN)	Paid-up capital used to calculate the \$1 million deduction (CO-1137.A and CO-1137.E)	Paid-up capital used to determine the applicability of Form CO-737.SI
Total				

**Ontario**

Corporate name	Specified capital used to calculate the expenditure limit – Ontario innovation tax credit (Schedule 566)
Total	

**Other provinces**

Corporate name	Capital used to calculate the Newfoundland and Labrador capital deduction on financial institutions (Schedule 306)
Total	

## Five-Year Comparative Summary

	Current year	1st prior year	2nd prior year	3rd prior year	4th prior year
<b>Federal information (T2)</b>					
Taxation year end	<b>2018-12-31</b>	<b>2017-12-31</b>	<b>2016-12-31</b>	<b>2015-12-31</b>	<b>2014-12-31</b>
Net income	-167	-996	-885	-2,071	-1,444
Taxable income					
Active business income					
Dividends paid					
Dividends paid – Regular					
Dividends paid – Eligible					
LRIP – end of the previous year					
LRIP – end of the year					
GRIP – end of the previous year					
GRIP – end of the year					
Donations					
Balance due/refund (-)					
<b>Line 996 – Amended tax return</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Loss carrybacks requested in prior years to reduce taxable income</b>					
Taxation year end	<b>2018-12-31</b>	<b>2017-12-31</b>	<b>2016-12-31</b>	<b>2015-12-31</b>	<b>2014-12-31</b>
Taxable income before loss carrybacks	N/A	N/A			
Non-capital losses	N/A	N/A			
Net capital losses (50%)	N/A	N/A			
Restricted farm losses	N/A	N/A			
Farm losses	N/A	N/A			
Listed personal property losses (50%)	N/A	N/A			
Total loss carried back to prior years	N/A	N/A			
Adjusted taxable income after loss carrybacks	N/A	N/A			
<b>Losses in the current year carried back to previous years to reduce taxable income (according to Schedule 4)</b>					
Taxation year end	<b>2018-12-31</b>	<b>2017-12-31</b>	<b>2016-12-31</b>	<b>2015-12-31</b>	<b>2014-12-31</b>
Adjusted taxable income before current year loss carrybacks*	N/A				N/A
Non-capital losses	N/A				N/A
Net capital losses (50%)	N/A				N/A
Restricted farm losses	N/A				N/A
Farm losses	N/A				N/A
Listed personal property losses (50%)	N/A				N/A
Total current year losses carried back to prior years	N/A				N/A
Adjusted taxable income after loss carrybacks	N/A				N/A
* The adjusted taxable income before current year loss carryback takes into account loss carrybacks that were made in prior taxation years.					



**Loss carrybacks requested in prior years to reduce taxable dividends subject to Part IV tax**

Taxation year end	2018-12-31	2017-12-31	2016-12-31	2015-12-31	2014-12-31
Adjusted Part IV tax multiplied by the multiplication factor**, before loss carrybacks	N/A	N/A			
Non-capital losses	N/A	N/A			
Farm losses	N/A	N/A			
Total loss carried back to prior years	N/A	N/A			
Adjusted Part IV tax multiplied by the multiplication factor**, after loss carrybacks	N/A	N/A			

**Losses in the current year carried back to previous years to reduce taxable dividends subject to Part IV tax (according to Schedule 4)**

Taxation year end	2018-12-31	2017-12-31	2016-12-31	2015-12-31	2014-12-31
Adjusted Part IV tax multiplied by the multiplication factor**, before current-year loss carrybacks***	N/A				N/A
Non-capital losses	N/A				N/A
Farm losses	N/A				N/A
Total current year losses carried back to prior years	N/A				N/A
Adjusted Part IV tax multiplied by the multiplication factor**, after loss carrybacks	N/A				N/A

\*\* The multiplication factor is 3 for dividends received before January 1, 2016, and 100 / 38 1/3 for dividends received after December 31, 2015.

\*\*\* The adjusted Part IV tax multiplied by the multiplication factor before current-year loss carrybacks takes into account loss carrybacks that were made in prior taxation years. This amount is multiplied by the multiplication factor to help you determine the loss amount that must be used to reduce Part IV tax payable to zero.

**Federal taxes**

Taxation year end	2018-12-31	2017-12-31	2016-12-31	2015-12-31	2014-12-31
Part I					
Part IV					
Part III.1					
Other*					

\* The amounts displayed on lines "Other" are all listed in the help. Press F1 to consult the context-sensitive help.

**Credits against part I tax**

Taxation year end	2018-12-31	2017-12-31	2016-12-31	2015-12-31	2014-12-31
Small business deduction					
M&P deduction					
Foreign tax credit					
Investment tax credit					
Abatement/other*					

\* The amounts displayed on lines "Other" are all listed in the help. Press F1 to consult the context-sensitive help.

**Refunds/credits**

Taxation year end	2018-12-31	2017-12-31	2016-12-31	2015-12-31	2014-12-31
ITC refund					
Dividend refund					
– Eligible dividends					
– Non-eligible dividends					
Instalments					
Other*					

\* The amounts displayed on lines "Other" are all listed in the help. Press F1 to consult the context-sensitive help.

**British Columbia**

<b>Taxation year end</b>	<b>2018-12-31</b>	<b>2017-12-31</b>	<b>2016-12-31</b>	<b>2015-12-31</b>	<b>2014-12-31</b>
% Allocation	100.00	100.00	100.00	100.00	100.00
Attributed taxable income					
Income tax payable before deduction					
Income tax deductions /credits					
Net income tax payable					
<b>Logging tax payable (FIN542)</b>					
Tax payable					
<b>B.C. general</b>					
Taxable capital					
Capital tax payable					
Instalments and refundable credits					
Capital tax balance due/refund					

# DL 2016 Holdings Corporation

## Information Package

2019

# Contents

- 1 Corporate Tax Return
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# Corporate Tax Return

Canada Revenue Agency  
Agence du revenu  
du Canada**T2 Corporation Income Tax Return****200****EXEMPT FROM TAX**

This form serves as a federal, provincial, and territorial corporation income tax return, unless the corporation is located in Quebec or Alberta. If the corporation is located in one of these provinces, you have to file a separate provincial corporation return.

All legislative references on this return are to the federal Income Tax Act and Income Tax Regulations. This return may contain changes that had not yet become law at the time of publication.

Send one completed copy of this return, including schedules and the General Index of Financial Information (GIFI), to your tax centre. You have to file the return within six months after the end of the corporation's tax year.

For more information see [canada.ca/taxes](http://canada.ca/taxes) or Guide T4012, T2 Corporation – Income Tax Guide.

**055 Do not use this area****Identification****Business number (BN)** 001 85584 7455 RC0001**Corporation's name**

002 DL 2016 Holdings Corporation

**Address of head office**Has this address changed since the last time we were notified? 010 Yes ☐ No ☒If **yes**, complete lines 011 to 018.

011 Town Of Ladysmith

012 PO Box 220

City Province, territory, or state

015 Ladysmith

016 BC

Country (other than Canada) Postal or ZIP code

017 018 V9G 1A2

**Mailing address (if different from head office address)**Has this address changed since the last time we were notified? 020 Yes ☐ No ☒If **yes**, complete lines 021 to 028.

021 c/o Guillermo

022 Ferrero

023 PO Box 220

City Province, territory, or state

025 Ladysmith

026 BC

Country (other than Canada) Postal or ZIP code

027 028 V9G 1A2

**Location of books and records (if different from head office address)**Has this address changed since the last time we were notified? 030 Yes ☐ No ☒If **yes**, complete lines 031 to 038.

031

032

City Province, territory, or state

035 Ladysmith

036 BC

Country (other than Canada) Postal or ZIP code

037 038 V9G 1A2

040 **Type of corporation at the end of the tax year (tick one)**

- ☐ 1 Canadian-controlled private corporation (CCPC)
- ☒ 2 Other private corporation
- ☐ 3 Public corporation
- ☐ 4 Corporation controlled by a public corporation
- ☐ 5 Other corporation (specify) \_\_\_\_\_

If the type of corporation changed during the tax year, provide the effective date of the change 043 Year Month Day

**To which tax year does this return apply?**

Tax year start Tax year-end  
Year Month Day Year Month Day  
060 2019-01-01 061 2019-12-31

**Has there been an acquisition of control resulting in the application of subsection 249(4) since the tax year start on line 060?** 063 Yes ☐ No ☒

If **yes**, provide the date control was acquired 065 Year Month Day

**Is the date on line 061 a deemed tax year-end according to subsection 249(3.1)?** 066 Yes ☐ No ☒

**Is the corporation a professional corporation that is a member of a partnership?** 067 Yes ☐ No ☒

**Is this the first year of filing after:**

Incorporation? 070 Yes ☐ No ☒

Amalgamation? 071 Yes ☐ No ☒

If **yes**, complete lines 030 to 038 and attach Schedule 24.

**Has there been a wind-up of a subsidiary under section 88 during the current tax year?** 072 Yes ☐ No ☒

If **yes**, complete and attach Schedule 24.

**Is this the final tax year before amalgamation?** 076 Yes ☐ No ☒

**Is this the final return up to dissolution?** 078 Yes ☐ No ☒

**If an election was made under section 261, state the functional currency used** 079 \_\_\_\_\_

**Is the corporation a resident of Canada?** 080 Yes ☒ No ☐

If **no**, give the country of residence on line 081 and complete and attach Schedule 97.

081 \_\_\_\_\_

**Is the non-resident corporation claiming an exemption under an income tax treaty?** 082 Yes ☐ No ☒

If **yes**, complete and attach Schedule 91.

**If the corporation is exempt from tax under section 149, tick one of the following boxes:**

- 085 ☐ 1 Exempt under paragraph 149(1)(e) or (l)
- ☐ 2 Exempt under paragraph 149(1)(j)
- ☐ 3 Exempt under paragraph 149(1)(t) (for tax years starting before 2019)
- ☒ 4 Exempt under other paragraphs of section 149

**Do not use this area**

095

096

898

**Attachments****Financial statement information:** Use GIFI schedules 100, 125, and 141.**Schedules** – Answer the following questions. For each **yes** response, **attach** the schedule to the T2 return, unless otherwise instructed.

	Yes	Schedule
Is the corporation related to any other corporations? . . . . .	<b>150</b> <input type="checkbox"/>	9
Is the corporation an associated CCPC? . . . . .	<b>160</b> <input type="checkbox"/>	23
Is the corporation an associated CCPC that is claiming the expenditure limit? . . . . .	<b>161</b> <input type="checkbox"/>	49
Does the corporation have any non-resident shareholders who own voting shares? . . . . .	<b>151</b> <input type="checkbox"/>	19
Has the corporation had any transactions, including section 85 transfers, with its shareholders, officers, or employees, other than transactions in the ordinary course of business? Exclude non-arm's length transactions with non-residents . . . . .	<b>162</b> <input type="checkbox"/>	11
If you answered <b>yes</b> to the above question, and the transaction was between corporations not dealing at arm's length, were all or substantially all of the assets of the transferor disposed of to the transferee? . . . . .	<b>163</b> <input type="checkbox"/>	44
Has the corporation paid any royalties, management fees, or other similar payments to residents of Canada? . . . . .	<b>164</b> <input type="checkbox"/>	14
Is the corporation claiming a deduction for payments to a type of employee benefit plan? . . . . .	<b>165</b> <input type="checkbox"/>	15
Is the corporation claiming a loss or deduction from a tax shelter? . . . . .	<b>166</b> <input type="checkbox"/>	T5004
Is the corporation a member of a partnership for which a partnership account number has been assigned? . . . . .	<b>167</b> <input type="checkbox"/>	T5013
Did the corporation, a foreign affiliate controlled by the corporation, or any other corporation or trust that did not deal at arm's length with the corporation have a beneficial interest in a non-resident discretionary trust (without reference to section 94)? . . . . .	<b>168</b> <input type="checkbox"/>	22
Did the corporation own any shares in one or more foreign affiliates in the tax year? . . . . .	<b>169</b> <input type="checkbox"/>	25
Has the corporation made any payments to non-residents of Canada under subsections 202(1) and/or 105(1) of the Income Tax Regulations? . . . . .	<b>170</b> <input type="checkbox"/>	29
Did the corporation have a total amount over CAN\$1 million of reportable transactions with non-arm's length non-residents? . . . . .	<b>171</b> <input type="checkbox"/>	T106
For private corporations: Does the corporation have any shareholders who own 10% or more of the corporation's common and/or preferred shares? . . . . .	<b>173</b> <input checked="" type="checkbox"/>	50
Has the corporation made payments to, or received amounts from, a retirement compensation plan arrangement during the year? . . . . .	<b>172</b> <input type="checkbox"/>	
Does the corporation earn income from one or more Internet web pages or websites? . . . . .	<b>180</b> <input type="checkbox"/>	88
Is the net income/loss shown on the financial statements different from the net income/loss for income tax purposes? . . . . .	<b>201</b> <input type="checkbox"/>	1
Has the corporation made any charitable donations; gifts of cultural or ecological property; or gifts of medicine? . . . . .	<b>202</b> <input type="checkbox"/>	2
Has the corporation received any dividends or paid any taxable dividends for purposes of the dividend refund? . . . . .	<b>203</b> <input type="checkbox"/>	3
Is the corporation claiming any type of losses? . . . . .	<b>204</b> <input checked="" type="checkbox"/>	4
Is the corporation claiming a provincial or territorial tax credit or does it have a permanent establishment in more than one jurisdiction? . . . . .	<b>205</b> <input type="checkbox"/>	5
Has the corporation realized any capital gains or incurred any capital losses during the tax year? . . . . .	<b>206</b> <input type="checkbox"/>	6
i) Is the corporation a CCPC and reporting a) income or loss from property (other than dividends deductible on line 320 of the T2 return), b) income from a partnership, c) income from a foreign business, d) income from a personal services business, e) income referred to in clause 125(1)(a)(i)(C) or 125(1)(a)(i)(B), f) aggregate investment income as defined in subsection 129(4), or g) an amount assigned to it under subsection 125(3.2) or 125(8); or		
ii) Is the corporation a member of a partnership and assigning its specified partnership business limit to a designated member under subsection 125(8)? . . . . .	<b>207</b> <input type="checkbox"/>	7
Does the corporation have any property that is eligible for capital cost allowance? . . . . .	<b>208</b> <input type="checkbox"/>	8
Does the corporation have any resource-related deductions? . . . . .	<b>212</b> <input type="checkbox"/>	12
Is the corporation claiming deductible reserves? . . . . .	<b>213</b> <input type="checkbox"/>	13
Is the corporation claiming a patronage dividend deduction? . . . . .	<b>216</b> <input type="checkbox"/>	16
Is the corporation a credit union claiming a deduction for allocations in proportion to borrowing or a provincial credit union tax reduction? . . . . .	<b>217</b> <input type="checkbox"/>	17
Is the corporation an investment corporation or a mutual fund corporation? . . . . .	<b>218</b> <input type="checkbox"/>	18
Is the corporation carrying on business in Canada as a non-resident corporation? . . . . .	<b>220</b> <input type="checkbox"/>	20
Is the corporation claiming any federal, provincial, or territorial foreign tax credits, or any federal logging tax credits? . . . . .	<b>221</b> <input type="checkbox"/>	21
Does the corporation have any Canadian manufacturing and processing profits? . . . . .	<b>227</b> <input type="checkbox"/>	27
Is the corporation claiming an investment tax credit? . . . . .	<b>231</b> <input type="checkbox"/>	31
Is the corporation claiming any scientific research and experimental development (SR&ED) expenditures? . . . . .	<b>232</b> <input type="checkbox"/>	T661
Is the total taxable capital employed in Canada of the corporation and its related corporations over \$10,000,000? . . . . .	<b>233</b> <input type="checkbox"/>	33/34/35
Is the total taxable capital employed in Canada of the corporation and its associated corporations over \$10,000,000? . . . . .	<b>234</b> <input type="checkbox"/>	
Is the corporation subject to gross Part VI tax on capital of financial institutions? . . . . .	<b>238</b> <input type="checkbox"/>	38
Is the corporation claiming a Part I tax credit? . . . . .	<b>242</b> <input type="checkbox"/>	42
Is the corporation subject to Part IV.1 tax on dividends received on taxable preferred shares or Part VI.1 tax on dividends paid? . . . . .	<b>243</b> <input type="checkbox"/>	43
Is the corporation agreeing to a transfer of the liability for Part VI.1 tax? . . . . .	<b>244</b> <input type="checkbox"/>	45
Is the corporation subject to Part II – Tobacco Manufacturers' surtax? . . . . .	<b>249</b> <input type="checkbox"/>	46
For financial institutions: Is the corporation a member of a related group of financial institutions with one or more members subject to gross Part VI tax? . . . . .	<b>250</b> <input type="checkbox"/>	39
Is the corporation claiming a Canadian film or video production tax credit? . . . . .	<b>253</b> <input type="checkbox"/>	T1131
Is the corporation claiming a film or video production services tax credit? . . . . .	<b>254</b> <input type="checkbox"/>	T1177
Is the corporation subject to Part XIII.1 tax? (Show your calculations on a sheet that you identify as Schedule 92.) . . . . .	<b>255</b> <input type="checkbox"/>	92

**Attachments (continued)**

	Yes	Schedule
Did the corporation have any foreign affiliates in the tax year? . . . . .	<b>271</b> <input type="checkbox"/>	T1134
Did the corporation own or hold specified foreign property where the total cost amount of all such property, at any time in the year, was more than CAN\$100,000? . . . . .	<b>259</b> <input type="checkbox"/>	T1135
Did the corporation transfer or loan property to a non-resident trust? . . . . .	<b>260</b> <input type="checkbox"/>	T1141
Did the corporation receive a distribution from or was it indebted to a non-resident trust in the year? . . . . .	<b>261</b> <input type="checkbox"/>	T1142
Has the corporation entered into an agreement to allocate assistance for SR&ED carried out in Canada? . . . . .	<b>262</b> <input type="checkbox"/>	T1145
Has the corporation entered into an agreement to transfer qualified expenditures incurred in respect of SR&ED contracts? . . . . .	<b>263</b> <input type="checkbox"/>	T1146
Has the corporation entered into an agreement with other associated corporations for salary or wages of specified employees for SR&ED? . . . . .	<b>264</b> <input type="checkbox"/>	T1174
Did the corporation pay taxable dividends (other than capital gains dividends) in the tax year? . . . . .	<b>265</b> <input type="checkbox"/>	55
Has the corporation made an election under subsection 89(11) not to be a CCPC? . . . . .	<b>266</b> <input type="checkbox"/>	T2002
Has the corporation revoked any previous election made under subsection 89(11)? . . . . .	<b>267</b> <input type="checkbox"/>	T2002
Did the corporation (CCPC or deposit insurance corporation (DIC)) pay eligible dividends, or did its general rate income pool (GRIP) change in the tax year? . . . . .	<b>268</b> <input type="checkbox"/>	53
Did the corporation (other than a CCPC or DIC) pay eligible dividends, or did its low rate income pool (LRIP) change in the tax year? . . . . .	<b>269</b> <input type="checkbox"/>	54

**Additional information**

Did the corporation use the International Financial Reporting Standards (IFRS) when it prepared its financial statements? . . . . .	<b>270</b>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Is the corporation inactive? . . . . .	<b>280</b>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
What is the corporation's main revenue-generating business activity? . . . . . <u>551113</u> Holding Companies			
Specify the principal products mined, manufactured, sold, constructed, or services provided, giving the approximate percentage of the total revenue that each product or service represents. . . . .	<b>284</b> <u>HOLDING COMPANY</u>	<b>285</b> <u>100.000</u> %	
	<b>286</b> _____	<b>287</b> _____ %	
	<b>288</b> _____	<b>289</b> _____ %	
Did the corporation immigrate to Canada during the tax year? . . . . .	<b>291</b>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Did the corporation emigrate from Canada during the tax year? . . . . .	<b>292</b>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Do you want to be considered as a quarterly instalment remitter if you are eligible? . . . . .	<b>293</b>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
If the corporation was eligible to remit instalments on a quarterly basis for part of the tax year, provide the date the corporation ceased to be eligible . . . . .	<b>294</b>	Year Month Day <input type="text"/>	
If the corporation's major business activity is construction, did you have any subcontractors during the tax year? . . . . .	<b>295</b>	Yes <input type="checkbox"/>	No <input type="checkbox"/>

**Taxable income**

Net income or (loss) for income tax purposes from Schedule 1, financial statements, or GIFL . . . . .	<b>300</b>	-132	A
<b>Deduct:</b>			
Charitable donations from Schedule 2 . . . . .	<b>311</b>	_____	
Cultural gifts from Schedule 2 . . . . .	<b>313</b>	_____	
Ecological gifts from Schedule 2 . . . . .	<b>314</b>	_____	
Gifts of medicine made before March 22, 2017, from Schedule 2 . . . . .	<b>315</b>	_____	
Taxable dividends deductible under section 112 or 113, or subsection 138(6) from Schedule 3 . . . . .	<b>320</b>	_____	
Part VI.1 tax deduction* . . . . .	<b>325</b>	_____	
Non-capital losses of previous tax years from Schedule 4 . . . . .	<b>331</b>	_____	
Net capital losses of previous tax years from Schedule 4 . . . . .	<b>332</b>	_____	
Restricted farm losses of previous tax years from Schedule 4 . . . . .	<b>333</b>	_____	
Farm losses of previous tax years from Schedule 4 . . . . .	<b>334</b>	_____	
Limited partnership losses of previous tax years from Schedule 4 . . . . .	<b>335</b>	_____	
Taxable capital gains or taxable dividends allocated from a central credit union . . . . .	<b>340</b>	_____	
Prospector's and grubstaker's shares . . . . .	<b>350</b>	_____	
Employer deduction for non-qualified securities under an employee stock options agreement . . . . .		_____	
	Subtotal	_____ <b>a</b>	B
	Subtotal (amount A <b>minus</b> amount B) (if negative, enter "0")	_____	C
Section 110.5 additions or subparagraph 115(1)(a)(vii) additions . . . . .	<b>355</b>	_____	D
<b>Taxable income</b> (amount C <b>plus</b> amount D) . . . . .	<b>360</b>	_____	
Income exempt under paragraph 149(1)(t) (for tax years starting before 2019) . . . . .	<b>370</b>	_____	
<b>Taxable income</b> for a corporation with exempt income under paragraph 149(1)(t) (line 360 <b>minus</b> line 370) . . . . .		_____	Z
<b>Taxable income</b> for the year from a personal services business . . . . .		_____	Z.1

\* This amount is equal to 3.5 times the Part VI.1 tax payable at line 724 on page 9.



**Small business deduction****Canadian-controlled private corporations (CCPCs) throughout the tax year**

Income eligible for the small business deduction from Schedule 7	400	A
Taxable income from line 360 on page 3, <b>minus</b> 100/28 ( 3.57143 ) of the amount on line 632* on page 8, <b>minus</b> 4 times the amount on line 636** on page 8, and <b>minus</b> any amount that, because of federal law, is exempt from Part I tax	405	B
Business limit (see notes 1 and 2 below)	410	C

**Notes:**

- For CCPCs that are not associated, enter \$ 500,000 on line 410. However, if the corporation's tax year is less than 51 weeks, prorate this amount by the number of days in the tax year **divided** by 365, and enter the result on line 410.
- For associated CCPCs, use Schedule 23 to calculate the amount to be entered on line 410.

**Business limit reduction****Taxable capital business limit reduction**

Amount C	x	415 ***	D	=		E
			11,250			

**Passive income business limit reduction**

Adjusted aggregate investment income from Schedule 7****	417	–	50,000	=		F
Amount C	x	Amount F		=		G
	100,000					

Subtotal (the greater of amount E and amount G) **422** H

Reduced business limit for tax years starting before 2019 (amount C <b>minus</b> amount E) (if negative, enter "0")	425	I
Reduced business limit for tax years starting after 2018 (amount C <b>minus</b> amount H) (if negative, enter "0")	426	J
Business limit the CCPC assigns under subsection 125(3.2) (from line 515 on page 5)		K

**Reduced business limit after assignment for tax years starting before 2019** (amount I **minus** amount K) **427** L

**Reduced business limit after assignment for tax years starting after 2018** (amount J **minus** amount K) **428** M

**Small business deduction****Tax years starting before 2019**

Amount A, B, C, or L, whichever is the least	x	Number of days in the tax year before January 1, 2018		x	17.5 % =	1
		Number of days in the tax year	365			
Amount A, B, C, or L, whichever is the least	x	Number of days in the tax year after December 31, 2017, and before January 1, 2019		x	18 % =	2
		Number of days in the tax year	365			
Amount A, B, C, or L, whichever is the least	x	Number of days in the tax year after December 31, 2018	365	x	19 % =	3
		Number of days in the tax year	365			

**Tax years starting after 2018**

Amount A, B, C, or M, whichever is the least	x	19 % =	4
--	---	--------	---

**Small business deduction** (total of amounts 1 to 4) **430** N

Enter amount N at amount J on page 8.

- \* Calculate the amount of foreign non-business income tax credit deductible on line 632 without reference to the refundable tax on the CCPC's investment income (line 604) and without reference to the corporate tax reductions under section 123.4.
- \*\* Calculate the amount of foreign business income tax credit deductible on line 636 without reference to the corporation tax reductions under section 123.4.

**\*\*\* Large corporations**

- If the corporation is not associated with any corporations in both the current and previous tax years, the amount to be entered on line 415 is: (total taxable capital employed in Canada for the **prior** year **minus** \$10,000,000) x 0.225%.
- If the corporation is not associated with any corporations in the current tax year, but was associated in the previous tax year, the amount to be entered on line 415 is: (total taxable capital employed in Canada for the **current** year **minus** \$10,000,000) x 0.225%.
- For corporations associated in the current tax year, see Schedule 23 for the special rules that apply.

\*\*\*\* Enter the total adjusted aggregate investment income of the corporation and all associated corporations. For the first tax year starting after 2018, use the total of lines 744 of Schedule 7. Otherwise, use the total of lines 745 of the preceding tax year.

**Small business deduction (continued)****Specified corporate income and assignment under subsection 125(3.2)**

O1 Name of corporation receiving the income and assigned amount	O Business number of the corporation receiving the assigned amount	P Income paid under clause 125(1)(a)(i)(B) to the corporation identified in column O <sup>3</sup>	Q Business limit assigned to corporation identified in column O <sup>4</sup>
	<b>490</b>	<b>500</b>	<b>505</b>
1.			
Total <b>510</b>		Total <b>515</b>	

**Notes:**

3. This amount is [as defined in subsection 125(7) **specified corporate income** (a)(i)] the total of all amounts each of which is income from an active business of the corporation for the year from the provision of services or property to a private corporation (directly or indirectly, in any manner whatever) if (A) at any time in the year, the corporation (or one of its shareholders) or a person who does not deal at arm's length with the corporation (or one of its shareholders) holds a direct or indirect interest in the private corporation, and (B) it is not the case that all or substantially all of the corporation's income for the year from an active business is from the provision of services or property to
- (I) persons (other than the private corporation) with which the corporation deals at arm's length, or
- (II) partnerships with which the corporation deals at arm's length, other than a partnership in which a person that does not deal at arm's length with the corporation holds a direct or indirect interest.
4. The amount of the business limit you assign to a CCPC cannot be greater than the amount determined by the formula A – B, where A is the amount of income referred to in column P in respect of that CCPC and B is the portion of the amount described in A that is deductible by you in respect of the amount of income referred to in clauses 125(1)(a)(i)(A) or (B) for the year. The amount on line 515 cannot be greater than the amount on line 425 (426 for tax years starting after 2018).

**General tax reduction for Canadian-controlled private corporations****Canadian-controlled private corporations throughout the tax year**

Taxable income from page 3 (line 360 or amount Z, whichever applies)	_____	A
Lesser of amounts 9B and 9H from Part 9 of Schedule 27	_____	B
Amount 13K from Part 13 of Schedule 27	_____	C
Personal services business income	<b>432</b>	D
Amount from line 400, 405, 410, or 427 (428 instead of 427 for tax years starting after 2018) on page 4, whichever is the least	_____	E
Aggregate investment income from line 440 on page 6*	_____	F
Subtotal (add amounts B to F)	_____	G

Amount A **minus** amount G (if negative, enter "0") \_\_\_\_\_ H

**General tax reduction for Canadian-controlled private corporations** – Amount H **multiplied by** 13 % \_\_\_\_\_ I

Enter amount I on line 638 on page 8.

\* Except for a corporation that is, throughout the year, a cooperative corporation (within the meaning assigned by subsection 136(2)) or a credit union.

**General tax reduction**

**Do not complete this area if you are a Canadian-controlled private corporation, an investment corporation, a mortgage investment corporation, a mutual fund corporation, or any corporation with taxable income that is not subject to the corporation tax rate of 38%.**

Taxable income from page 3 (line 360 or amount Z, whichever applies)	_____	J
Lesser of amounts 9B and 9H from Part 9 of Schedule 27	_____	K
Amount 13K from Part 13 of Schedule 27	_____	L
Personal services business income	<b>434</b>	M
Subtotal (add amounts K to M)	_____	N

Amount J **minus** amount N (if negative, enter "0") \_\_\_\_\_ O

**General tax reduction** – Amount O **multiplied by** 13 % \_\_\_\_\_ P

Enter amount P on line 639 on page 8.

**Refundable portion of Part I tax****Canadian-controlled private corporations throughout the tax year**

Aggregate investment income from Schedule 7 ..... **440** ..... x 30 2 / 3 % = ..... A

Foreign non-business income tax credit from line 632 on page 8 ..... B

Foreign investment income from Schedule 7 ..... **445** ..... x 8 % = ..... C

Subtotal (amount B **minus** amount C) (if negative, enter "0") ..... **▶** ..... D

Amount A **minus** amount D (if negative, enter "0") ..... E

Taxable income from line 360 on page 3 ..... F

Amount from line 400, 405, 410, or 427 (428 instead of 427 for tax years starting after 2018) on page 4, whichever is the least ..... G

Foreign non-business income tax credit from line 632 on page 8 ..... x 75 / 29 = ..... H

Foreign business income tax credit from line 636 on page 8 ..... x 4 = ..... I

Subtotal (**add** amounts G to I) ..... **▶** ..... J

Subtotal (amount F **minus** amount J) (if negative, enter "0") ..... K x 30 2 / 3 % = ..... L

Part I tax payable minus investment tax credit refund (line 700 **minus** line 780 from page 9) ..... M

**Refundable portion of Part I tax** – Amount E, L, or M, whichever is the least ..... **450** ..... N

**Refundable dividend tax on hand (for tax years starting before 2019)**

Refundable dividend tax on hand at the end of the previous tax year ..... **460** .....

Dividend refund for the previous tax year ..... **465** .....

Subtotal (line 460 **minus** line 465) ..... **▶** ..... O

Refundable portion of Part I tax from line 450 above ..... P

Total Part IV tax payable from Schedule 3 ..... Q

Net refundable dividend tax on hand transferred on an amalgamation or the wind-up of a subsidiary ..... **480** .....

Subtotal (amount P **plus** amount Q **plus** line 480) ..... **▶** ..... R

**Refundable dividend tax on hand at the end of the tax year** – Amount O **plus** amount R ..... **485** .....

**Dividend refund (for tax years starting before 2019)****Private and subject corporations at the time taxable dividends were paid in the tax year**

Taxable dividends paid in the tax year from line 460 on page 3 of Schedule 3 ..... x 38 1 / 3 % = ..... S

Refundable dividend tax on hand at the end of the tax year from line 485 above ..... T

**Dividend refund** – Amount S or T, whichever is less ..... U

Enter amount U on line 784 on page 9.

**Refundable dividend tax on hand (for tax years starting after 2018)**

<b>Refundable dividend tax on hand (RDTOH)</b> at the end of the previous tax year	<b>460</b>		
Dividend refund for the previous tax year	<b>465</b>		
Net RDTOH transferred on an amalgamation or the wind-up of a subsidiary	<b>480</b>		
Subtotal (line 460 <b>minus</b> line 465 <b>plus</b> line 480)			A
General rate income pool (GRIP) at the end of the previous tax year (from line 100 of schedule 53)			B
Total eligible dividends paid in the previous tax year (from line 300 of schedule 53)		C	
Total excessive eligible dividend designation in the previous tax year (from line 310 of Schedule 53)		D	
Subtotal (amount C <b>minus</b> amount D) (if negative, enter "0")			E
Net GRIP at the end of the previous tax year (amount B <b>minus</b> amount E) (if negative, enter "0")		F	
GRIP transferred on an amalgamation or the wind-up of a subsidiary (total of lines 230 and 240 of schedule 53)		G	
Subtotal (amount F <b>plus</b> amount G)			H
Amount H <b>multiplied by</b> 38 1 / 3 %			I
Eligible refundable dividend tax on hand (ERDTOH) at the end of the previous tax year (for the first tax year starting after 2018, amount A or I, whichever is less, otherwise, use line 530 of the preceding tax year)	<b>520</b>		J
Non-eligible refundable dividend tax on hand (NERDTOH) at the end of the previous tax year (for the first tax year starting after 2018, amount A <b>minus</b> amount I, otherwise, use line 545 of the preceding tax year) (if negative, enter "0")	<b>535</b>		K
Part IV tax payable on taxable dividends from connected corporations (amount 2G from Schedule 3)		L	
Part IV tax payable on eligible dividends from non-connected corporations (amount 2J from Schedule 3)		M	
Subtotal (amount L <b>plus</b> amount M)			N
Net ERDTOH transferred on an amalgamation or the wind-up of a subsidiary	<b>525</b>		O
ERDTOH dividend refund for the previous tax year	<b>570</b>		P
Refundable portion of Part I tax (from line 450 on page 6)			Q
Part IV tax before deductions (amount 2A from Schedule 3)		R	
Part IV tax allocated to ERDTOH (amount N)		S	
Part IV tax reduction due to Part IV.1 tax payable (amount 4D of Schedule 43)		T	
Subtotal (amount R <b>minus</b> total of amounts S and T)			U
Net NERDTOH transferred on an amalgamation or the wind-up of a subsidiary	<b>540</b>		V
NERDTOH dividend refund for the previous tax year	<b>575</b>		W
38 1/3% of the total losses applied against Part IV tax (amount 2D from Schedule 3)			X
Part IV tax payable allocated to NERDTOH, net of losses claimed (amount U <b>minus</b> amount X) (if negative enter "0")			Y
<b>NERDTOH at the end of the tax year*</b> (total of amounts K, Q, V, and Y <b>minus</b> amount W) (if negative, enter "0")	<b>545</b>		
Part IV tax payable allocated to ERDTOH, net of losses claimed (amount N <b>minus</b> the amount, if any, by which amount X exceeds amount U) (if negative, enter "0")			Z
<b>ERDTOH at the end of the tax year*</b> (total of amounts J, O, and Z <b>minus</b> amount P) (if negative, enter "0")	<b>530</b>		

\* For more information, consult the Help (F1).

**Dividend refund (for tax years starting after 2018)**

38 1/3% of total eligible dividends paid in the tax year (amount 3A from Schedule 3)		AA
ERDTOH balance at the end of the tax year (line 530)		BB
<b>Eligible dividend refund</b> (amount AA or BB, whichever is less)		CC
38 1/3% of total non-eligible taxable dividends paid in the tax year (amount 3B from Schedule 3)		DD
NERDTOH balance at the end of the tax year (line 545)		EE
<b>Non-eligible dividend refund</b> (amount DD or EE, whichever is less)		FF
Amount DD <b>minus</b> amount EE (if negative, enter "0")		GG
Amount BB <b>minus</b> amount CC (if negative, enter "0")		HH
<b>Additional non-eligible dividend refund</b> (amount GG or HH, whichever is less)		II
<b>Dividend refund*</b> – Amount CC <b>plus</b> amount FF <b>plus</b> amount II		JJ

Enter amount JJ on line 784 on page 9.

\* For more information, consult the Help (F1).

**Part I tax**

Base amount Part I tax – Taxable income from page 3 (line 360 or amount Z, whichever applies) **multiplied** by 38 % . . . . . **550** A

**Additional tax on personal services business income** (section 123.5)

Taxable income from a personal services business . . . . . **555** x 5 % = **560** B

Recapture of investment tax credit from Schedule 31 . . . . . **602** C

**Calculation for the refundable tax on the Canadian-controlled private corporation's (CCPC) investment income**  
(if it was a CCPC throughout the tax year)

Aggregate investment income from line 440 on page 6 . . . . . D

Taxable income from line 360 on page 3 . . . . . E

**Deduct:**

Amount from line 400, 405, 410, or 427 (428 instead of 427 for tax years starting after 2018) on page 4, whichever is the least . . . . . F

Net amount (amount E **minus** amount F) **▶** G

Refundable tax on CCPC's investment income – 10 2 / 3 % of whichever is less: amount D or amount G . . . . . **604** H

Subtotal (**add** amounts A, B, C, and H) I

**Deduct:**

Small business deduction from line 430 on page 4 . . . . . J

Federal tax abatement . . . . . **608**

Manufacturing and processing profits deduction from Schedule 27 . . . . . **616**

Investment corporation deduction . . . . . **620**

Taxed capital gains **624**

Federal foreign non-business income tax credit from Schedule 21 . . . . . **632**

Federal foreign business income tax credit from Schedule 21 . . . . . **636**

General tax reduction for CCPCs from amount I on page 5 . . . . . **638**

General tax reduction from amount P on page 5 . . . . . **639**

Federal logging tax credit from Schedule 21 . . . . . **640**

Eligible Canadian bank deduction under section 125.21 . . . . . **641**

Federal qualifying environmental trust tax credit . . . . . **648**

Investment tax credit from Schedule 31 . . . . . **652**

Subtotal **▶** K

**Part I tax payable** – Amount I **minus** amount K . . . . . L

Enter amount L on line 700 on page 9.

**Privacy statement**

Personal information (including the SIN) is collected for the purposes of the administration or enforcement of the Income Tax Act and related programs and activities such as administering tax and benefits, audit, compliance, and collection. Personal information may be shared for purposes of other federal acts that provide for the imposition and collection of a tax or duty. Personal information may also be shared with other federal, provincial, territorial or foreign government institutions to the extent authorized by law. Failure to provide this information may result in interest payable, penalties or other actions. Under the Privacy Act, individuals have the right to access their personal information, request correction, or file a complaint to the Privacy Commissioner of Canada regarding the handling of the individual's personal information. Refer to Personal Information Bank CRA PPU 047 at [canada.ca/cra-info-source](http://canada.ca/cra-info-source).

**Summary of tax and credits****Federal tax**

Part I tax payable from amount L on page 8	700	
Part II surtax payable from Schedule 46	708	
Part III.1 tax payable from Schedule 55	710	
Part IV tax payable from Schedule 3	712	
Part IV.1 tax payable from Schedule 43	716	
Part VI tax payable from Schedule 38	720	
Part VI.1 tax payable from Schedule 43	724	
Part XIII.1 tax payable from Schedule 92	727	
Part XIV tax payable from Schedule 20	728	

Total federal tax

**Add provincial or territorial tax:**

Provincial or territorial jurisdiction **750** BC  
(if more than one jurisdiction, enter "multiple" and complete Schedule 5)  
Net provincial or territorial tax payable (except Quebec and Alberta)

Total tax payable **760**  
**770** A

**Deduct other credits:**

Investment tax credit refund from Schedule 31	780	
Dividend refund from amount U on page 6 or JJ on page 7	784	
Federal capital gains refund from Schedule 18	788	
Federal qualifying environmental trust tax credit refund	792	
Canadian film or video production tax credit (Form T1131)	796	
Film or video production services tax credit (Form T1177)	797	
Tax withheld at source	800	
Total payments on which tax has been withheld	801	
Provincial and territorial capital gains refund from Schedule 18	808	
Provincial and territorial refundable tax credits from Schedule 5	812	
Tax instalments paid	840	
Labour tax credit for qualifying journalism organizations		

Total credits **890** BRefund code **894**

Refund

Balance (amount A minus amount B)

If the result is negative, you have a **refund**.  
If the result is positive, you have a **balance owing**.  
Enter the amount on whichever line applies.  
Generally, we do not charge or refund a difference of \$2 or less.

Balance owing

For information on how to make your payment, go to  
[canada.ca/payments](https://canada.ca/payments).

**Direct deposit request**

To have the corporation's refund deposited directly into the corporation's bank account at a financial institution in Canada, or to change banking information you already gave us, complete the information below:

☐ Start ☐ Change information **910** Branch number  
**914** Institution number **918** Account number

If the corporation is a Canadian-controlled private corporation throughout the tax year, does it qualify for the one-month extension of the date the balance of tax is due?

**896** Yes ☐ No ☐

If this return was prepared by a tax preparer for a fee, provide their EFILE number

**920** P3919

PREPARED SOLELY FOR INCOME TAX PURPOSES WITHOUT AUDIT OR REVIEW FROM INFORMATION PROVIDED BY THE TAXPAYER.

**Certification**

I, **950** Ferrero **951** Guillermo **954** President  
Last name First name Position, office, or rank

am an authorized signing officer of the corporation. I certify that I have examined this return, including accompanying schedules and statements, and that the information given on this return is, to the best of my knowledge, correct and complete. I also certify that the method of calculating income for this tax year is consistent with that of the previous tax year except as specifically disclosed in a statement attached to this return.

**955** 2020-05-25  
Date (yyyy/mm/dd)

Signature of the authorized signing officer of the corporation

**956** (250) 245-6400  
Telephone number

Is the contact person the same as the authorized signing officer? If **no**, complete the information below

**957** Yes ☐ No ☒**958** Mike Evans, CPA, CA

Name of other authorized person

**959** (250) 746-4406  
Telephone number**Language of correspondence – Langue de correspondance**

Indicate your language of correspondence by entering 1 for English or 2 for French.  
Indiquez votre langue de correspondance en inscrivant 1 pour anglais ou 2 pour français.

**990** 1

Form identifier 100

**GENERAL INDEX OF FINANCIAL INFORMATION – GIF1**

Corporation's name	Business number	Tax year end Year Month Day
DL 2016 Holdings Corporation	85584 7455 RC0001	2019-12-31

**Balance sheet information**

Account	Description	GIF1	Current year	Prior year
<b>Assets</b>				
	Total current assets . . . . .	<b>1599</b> +	1,142	999
	Total tangible capital assets . . . . .	<b>2008</b> +		
	Total accumulated amortization of tangible capital assets . . . . .	<b>2009</b> –		
	Total intangible capital assets . . . . .	<b>2178</b> +		
	Total accumulated amortization of intangible capital assets . . . . .	<b>2179</b> –		
	Total long-term assets . . . . .	<b>2589</b> +		
	* Assets held in trust . . . . .	<b>2590</b> +		
	<b>Total assets</b> (mandatory field) . . . . .	<b>2599</b> =	<u>1,142</u>	<u>999</u>

<b>Liabilities</b>				
	Total current liabilities . . . . .	<b>3139</b> +		
	Total long-term liabilities . . . . .	<b>3450</b> +	6,992	6,717
	* Subordinated debt . . . . .	<b>3460</b> +		
	* Amounts held in trust . . . . .	<b>3470</b> +		
	<b>Total liabilities</b> (mandatory field) . . . . .	<b>3499</b> =	<u>6,992</u>	<u>6,717</u>

<b>Shareholder equity</b>				
	<b>Total shareholder equity</b> (mandatory field) . . . . .	<b>3620</b> +	-5,850	-5,718

	<b>Total liabilities and shareholder equity</b> . . . . .	<b>3640</b> =	<u>1,142</u>	<u>999</u>
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<b>Retained earnings</b>				
	<b>Retained earnings/deficit – end</b> (mandatory field) . . . . .	<b>3849</b> =	<u>-5,860</u>	<u>-5,728</u>

\* Generic item

Canada Revenue Agency  
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du Canada**SCHEDULE 125**

Form identifier 125

**GENERAL INDEX OF FINANCIAL INFORMATION – GIFI**

Corporation's name	Business number	Tax year-end Year Month Day
DL 2016 Holdings Corporation	85584 7455 RC0001	2019-12-31

**Income statement information**

Description	GIFI
Operating name . . . . .	<b>0001</b> _____
Description of the operation . . . . .	<b>0002</b> _____
Sequence number . . . . .	<b>0003</b> <u>01</u>

Account	Description	GIFI	Current year	Prior year
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**Income statement information**

Total sales of goods and services . . . . .	<b>8089</b> +	23,725	23,725
Cost of sales . . . . .	<b>8518</b> -		
<b>Gross profit/loss</b> . . . . .	<b>8519</b> =	23,725	23,725
Cost of sales . . . . .	<b>8518</b> +		
Total operating expenses . . . . .	<b>9367</b> +	24,000	23,988
<b>Total expenses (mandatory field)</b> . . . . .	<b>9368</b> =	24,000	23,988
Total revenue (mandatory field) . . . . .	<b>8299</b> +	23,868	23,821
Total expenses (mandatory field) . . . . .	<b>9368</b> -	24,000	23,988
<b>Net non-farming income</b> . . . . .	<b>9369</b> =	-132	-167

**Farming income statement information**

Total farm revenue (mandatory field) . . . . .	<b>9659</b> +		
Total farm expenses (mandatory field) . . . . .	<b>9898</b> -		
<b>Net farm income</b> . . . . .	<b>9899</b> =		

<b>Net income/loss before taxes and extraordinary items</b> . . . . .	<b>9970</b> =	-132	-167
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<b>Total other comprehensive income</b> . . . . .	<b>9998</b> =		
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**Extraordinary items and income (linked to Schedule 140)**

Extraordinary item(s) . . . . .	<b>9975</b> -		
Legal settlements . . . . .	<b>9976</b> -		
Unrealized gains/losses . . . . .	<b>9980</b> +		
Unusual items . . . . .	<b>9985</b> -		
Current income taxes . . . . .	<b>9990</b> -		
Future (deferred) income tax provision . . . . .	<b>9995</b> -		
Total – Other comprehensive income . . . . .	<b>9998</b> +		
<b>Net income/loss after taxes and extraordinary items (mandatory field)</b> . . . . .	<b>9999</b> =	-132	-167



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## Schedule 141

## Notes Checklist

Corporation's name  DL 2016 Holdings Corporation	Business number  85584 7455 RC0001	Tax Year End Year Month Day 2019-12-31
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- Parts 1, 2, and 3 of this schedule must be completed from the perspective of the person (referred to in these parts as the **accountant**) who prepared or reported on the financial statements. If the person preparing the tax return is not the accountant referred to above, they must still complete Parts 1, 2, 3, and 4, as applicable.
- For more information, see Guide RC4088, *General Index of Financial Information (GIFI)* and T4012, *T2 Corporation – Income Tax Guide*.
- Complete this schedule and include it with your T2 return along with the other GIFI schedules.

**Part 1 – Information on the accountant who prepared or reported on the financial statements**

Does the accountant have a professional designation? . . . . . **095** Yes ☒ No ☐

Is the accountant connected\* with the corporation? . . . . . **097** Yes ☒ No ☐

**Note**

If the accountant does not have a professional designation **or** is connected to the corporation, you do not have to complete Parts 2 and 3 of this schedule. However, you **do have** to complete Part 4, as applicable.

\* A person connected with a corporation can be: (i) a shareholder of the corporation who owns more than 10% of the common shares; (ii) a director, an officer, or an employee of the corporation; or (iii) a person not dealing at arm's length with the corporation.

**Part 2 – Type of involvement with the financial statements**

Choose the option that represents the highest level of involvement of the accountant: **198**

Completed an auditor's report . . . . . 1 ☐

Completed a review engagement report . . . . . 2 ☐

Conducted a compilation engagement . . . . . 3 ☐

**Part 3 – Reservations**

If you selected option 1 or 2 under **Type of involvement with the financial statements** above, answer the following question:

Has the accountant expressed a reservation? . . . . . **099** Yes ☐ No ☐

**Part 4 – Other information**

If you have a professional designation and are not the accountant associated with the financial statements in Part 1 above, choose one of the following options: **110**

Prepared the tax return (financial statements prepared by client) . . . . . 1 ☒

Prepared the tax return and the financial information contained therein (financial statements have not been prepared) . . . . . 2 ☐

Were notes to the financial statements prepared? . . . . . **101** Yes ☐ No ☒

If **yes**, complete lines 104 to 107 below:

Are subsequent events mentioned in the notes? . . . . . **104** Yes ☐ No ☐

Is re-evaluation of asset information mentioned in the notes? . . . . . **105** Yes ☐ No ☐

Is contingent liability information mentioned in the notes? . . . . . **106** Yes ☐ No ☐

Is information regarding commitments mentioned in the notes? . . . . . **107** Yes ☐ No ☐

Does the corporation have investments in joint venture(s) or partnership(s)? . . . . . **108** Yes ☐ No ☒

**Part 4 – Other information (continued)****Impairment and fair value changes**

In any of the following assets, was an amount recognized in net income or other comprehensive income (OCI) as a result of an impairment loss in the tax year, a reversal of an impairment loss recognized in a previous tax year, or a change in fair value during the tax year?

**200** Yes ☐ No ☒

If **yes**, enter the amount recognized:

		In net income Increase (decrease)		In OCI Increase (decrease)
Property, plant, and equipment	<b>210</b>		<b>211</b>	
Intangible assets	<b>215</b>		<b>216</b>	
Investment property	<b>220</b>			
Biological assets	<b>225</b>			
Financial instruments	<b>230</b>		<b>231</b>	
Other	<b>235</b>		<b>236</b>	

**Financial instruments**

Did the corporation derecognize any financial instrument(s) during the tax year (other than trade receivables)?

**250** Yes ☐ No ☒

Did the corporation apply hedge accounting during the tax year?

**255** Yes ☐ No ☒

Did the corporation discontinue hedge accounting during the tax year?

**260** Yes ☐ No ☒

**Adjustments to opening equity**

Was an amount included in the opening balance of retained earnings or equity, in order to correct an error, to recognize a change in accounting policy, or to adopt a new accounting standard in the current tax year?

**265** Yes ☐ No ☒

If **yes**, you have to maintain a separate reconciliation.

**SCHEDULE 100****GENERAL INDEX OF FINANCIAL INFORMATION – GIF**

Form identifier 100

Name of corporation	Business Number	Tax year-end Year Month Day
DL 2016 Holdings Corporation	85584 7455 RC0001	2019-12-31

**Assets – lines 1000 to 2599**

<b>1000</b>	1,142	<b>1599</b>	1,142	<b>2599</b>	1,142
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**Liabilities – lines 2600 to 3499**

<b>3261</b>	6,992	<b>3450</b>	6,992	<b>3499</b>	6,992
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**Shareholder equity – lines 3500 to 3640**

<b>3500</b>	10	<b>3600</b>	-5,860	<b>3620</b>	-5,850
<b>3640</b>	1,142				

**Retained earnings – lines 3660 to 3849**

<b>3660</b>	-5,728	<b>3680</b>	-132	<b>3849</b>	-5,860
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**SCHEDULE 125****GENERAL INDEX OF FINANCIAL INFORMATION – GIF**

Form identifier 125

Name of corporation	Business Number	Tax year-end Year Month Day
DL 2016 Holdings Corporation	85584 7455 RC0001	2019-12-31

**Description**Sequence number . . . . . **0003** 01**Revenue – lines 8000 to 8299**

<b>8000</b>	23,725	<b>8089</b>	23,725	<b>8100</b>	143
<b>8299</b>	23,868				

**Cost of sales – lines 8300 to 8519**

<b>8519</b>	23,725
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**Operating expenses – lines 8520 to 9369**

<b>8862</b>	275	<b>8910</b>	23,725	<b>9367</b>	24,000
<b>9368</b>	24,000	<b>9369</b>	-132		

**Extraordinary items and taxes – lines 9970 to 9999**

<b>9970</b>	-132	<b>9999</b>	-132
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## Schedule 4

## Corporation Loss Continuity and Application

Corporation's name	Business number	Tax year-end Year Month Day
DL 2016 Holdings Corporation	85584 7455 RC0001	2019-12-31

- Use this form to determine the continuity and use of available losses; to determine a current-year non-capital loss, farm loss, restricted farm loss, or limited partnership loss; to determine the amount of restricted farm loss and limited partnership loss that can be applied in a year; and to ask for a loss carryback to previous years.
- A corporation can choose whether or not to deduct an available loss from income in a tax year. The corporation can deduct losses in any order. However, for each type of loss, deduct the oldest loss first.
- According to subsection 111(4) of the *Income Tax Act*, when control has been acquired, no amount of capital loss incurred for a tax year ending before that time is deductible in computing taxable income in a tax year ending after that time. Also, no amount of capital loss incurred in a tax year ending after that time is deductible in computing taxable income of a tax year ending before that time.
- When control has been acquired, subsection 111(5) provides for similar treatment of non-capital and farm losses, except as listed in paragraphs 111(5)(a) and (b).
- For information on these losses, see the *T2 Corporation – Income Tax Guide*.
- File one completed copy of this schedule with the T2 return, or send the schedule by itself to the tax centre where the return is filed.
- All legislative references are to the *Income Tax Act*.

## Part 1 – Non-capital losses

## Determination of current-year non-capital loss

Net income (loss) for income tax purposes ..... -132 A

## Deduct: (increase a loss)

Net capital losses deducted in the year (enter as a positive amount) ..... a

Taxable dividends deductible under section 112 or subsections 113(1) or 138(6) ..... b

Amount of Part VI.1 tax deductible under paragraph 110(1)(k) ..... c

Amount deductible as prospector's and grubstaker's shares – Paragraph 110(1)(d.2) ..... d

Amount of an employer for non-qualified securities under an employee stock options agreement deductible under paragraph 110(1)(e) ..... 1d

Subtotal (total of amounts a to 1d) ..... B

Subtotal (amount A minus amount B; if positive, enter "0") ..... -132 C

## Deduct: (increase a loss)

Section 110.5 or subparagraph 115(1)(a)(vii) – Addition for foreign tax deductions ..... D

Subtotal (amount C minus amount D) ..... -132 E

## Add: (decrease a loss)

Current-year farm loss (the lesser of: the net loss from farming or fishing included in income and the non-capital loss before deducting the farm loss) ..... F

Current-year non-capital loss (amount E plus amount F; if positive, enter "0") ..... -132 G

If amount G is negative, enter it on line 110 as a positive.

## Continuity of non-capital losses and request for a carryback

Non-capital loss at the end of the previous tax year ..... 11,287 e

Deduct: Non-capital loss expired (note 1) ..... 100 f

Non-capital losses at the beginning of the tax year (amount e minus amount f) ..... 102 11,287 H

## Add:

Non-capital losses transferred on an amalgamation or on the wind-up of a subsidiary (note 2) corporation ..... 105 g

Current-year non-capital loss (from amount G) ..... 110 132 h

Subtotal (amount g plus amount h) ..... 132 I

Subtotal (amount H plus amount I) ..... 11,419 J

Note 1: A non-capital loss expires as follows:

- after **10** tax years if it arose in a tax year ending after March 22, 2004, and before 2006; and
- after **20** tax years if it arose in a tax year ending after 2005.

An allowable business investment loss becomes a net capital loss after **10** tax years if it arose in a tax year ending after March 22, 2004.

Note 2: Subsidiary is defined in subsection 88(1) as a taxable Canadian corporation of which 90% or more of each class of issued shares are owned by its parent corporation and the remaining shares are owned by persons that deal at arm's length with the parent corporation.

**Part 1 – Non-capital losses (continued)****Deduct:**

Other adjustments (includes adjustments for an acquisition of control)	150	i
Section 80 – Adjustments for forgiven amounts	140	j
Subsection 111(10) – Adjustments for fuel tax rebate		j.1
Non-capital losses of previous tax years applied in the current tax year	130	k
Enter amount k on line 331 of the T2 Return.		
Current and previous year non-capital losses applied against current-year taxable dividends subject to Part IV tax (note 3)	135	l
Subtotal (total of amounts i to l)		K
Non-capital losses before any request for a carryback (amount J <b>minus</b> amount K)	11,419	L

**Deduct – Request to carry back non-capital loss to:**

First previous tax year to reduce taxable income	901	m
Second previous tax year to reduce taxable income	902	n
Third previous tax year to reduce taxable income	903	o
First previous tax year to reduce taxable dividends subject to Part IV tax	911	p
Second previous tax year to reduce taxable dividends subject to Part IV tax	912	q
Third previous tax year to reduce taxable dividends subject to Part IV tax	913	r
Total of requests to carry back non-capital losses to previous tax years (total of amounts m to r)		M
Closing balance of non-capital losses to be carried forward to future tax years (amount L <b>minus</b> amount M)	180	11,419 N

Note 3: Amount l is the total of lines 330 and 335 from Schedule 3, *Dividends Received, Taxable Dividends Paid, and Part IV Tax Calculation*.

**Part 2 – Capital losses****Continuity of capital losses and request for a carryback**

Capital losses at the end of the previous tax year	200	a
Capital losses transferred on an amalgamation or on the wind-up of a subsidiary corporation	205	b
Subtotal (amount a <b>plus</b> amount b)		A

**Deduct:**

Other adjustments (includes adjustments for an acquisition of control)	250	c
Section 80 – Adjustments for forgiven amounts	240	d
Subtotal (amount c <b>plus</b> amount d)		B
Subtotal (amount A <b>minus</b> amount B)		C

**Add:** Current-year capital loss (from the calculation on Schedule 6, *Summary of Dispositions of Capital Property*) 210 D

Unused non-capital losses that expired in the tax year (note 4)		e
Allowable business investment losses (ABILs) that expired as non-capital losses at the end of the previous tax year (note 5)		f
Enter amount e or f, whichever is less	215	g
ABILs expired as non-capital losses: line 215 <b>multiplied by</b> 2.000000	220	E
Subtotal (total of amounts C to E)		F

**Note**

If there has been an amalgamation or a wind-up of a subsidiary, do a separate calculation of the ABIL expired as non-capital loss for each predecessor or subsidiary corporation. Add all these amounts and enter the total on line 220 above.

Note 4: If the loss was incurred in a tax year ending after March 22, 2004, determine the amount of the loss from the 11th previous tax year and enter the part of that loss that was not used in previous years and the current year on line e.

Note 5: If the ABILs were incurred in a tax year ending after March 22, 2004, enter the amount of the ABILs from the 11th previous tax year. Enter the full amount on line f.

**Part 2 – Capital losses (continued)**

**Deduct:** Capital losses from previous tax years applied against the current-year net capital gain (note 6) ..... **225** \_\_\_\_\_ G

Capital losses before any request for a carryback (amount F **minus** amount G) \_\_\_\_\_ H

**Deduct – Request to carry back capital loss to (note 7):**

	Capital gain (100%)	Amount carried back (100%)	
First previous tax year .....	<b>951</b> _____	_____	h
Second previous tax year .....	<b>952</b> _____	_____	i
Third previous tax year .....	<b>953</b> _____	_____	j
Subtotal (total of amounts h to j) _____			I
Closing balance of capital losses to be carried forward to future tax years (amount H <b>minus</b> amount I) <b>280</b> _____			J

Note 6: To get the net capital losses required to reduce the taxable capital gain included in the net income (loss) for the current-year tax, enter the amount from line 225 **divided** by 2 at line 332 of the T2 return.

Note 7: On line 225, 951, 952, or 953, whichever applies, enter the actual amount of the loss. When the loss is applied, divide this amount by 2. The result represents the 50% inclusion rate.

**Part 3 – Farm losses****Continuity of farm losses and request for a carryback**

Farm losses at the end of the previous tax year ..... a

**Deduct:** Farm loss expired (note 8) ..... **300** \_\_\_\_\_ b

Farm losses at the beginning of the tax year (amount a **minus** amount b) ..... **302** \_\_\_\_\_ A

**Add:**

Farm losses transferred on an amalgamation or on the wind-up of a subsidiary corporation ... **305** \_\_\_\_\_ c

Current-year farm loss (amount F in Part 1) ..... **310** \_\_\_\_\_ d

Subtotal (amount c **plus** amount d) \_\_\_\_\_ B

Subtotal (amount A **plus** amount B) \_\_\_\_\_ C

**Deduct:**

Other adjustments (includes adjustments for an acquisition of control) ..... **350** \_\_\_\_\_ e

Section 80 – Adjustments for forgiven amounts ..... **340** \_\_\_\_\_ f

Farm losses of previous tax years applied in the current tax year ..... **330** \_\_\_\_\_ g

Enter amount g on line 334 of the T2 Return.

Current and previous year farm losses applied against current-year taxable dividends subject to Part IV tax (note 9) ..... **335** \_\_\_\_\_ h

Subtotal (total of amounts e to h) \_\_\_\_\_ D

Farm losses before any request for a carryback (amount C **minus** amount D) \_\_\_\_\_ E

**Deduct – Request to carry back farm loss to:**

First previous tax year to reduce taxable income ..... **921** \_\_\_\_\_ i

Second previous tax year to reduce taxable income ..... **922** \_\_\_\_\_ j

Third previous tax year to reduce taxable income ..... **923** \_\_\_\_\_ k

First previous tax year to reduce taxable dividends subject to Part IV tax ..... **931** \_\_\_\_\_ l

Second previous tax year to reduce taxable dividends subject to Part IV tax ..... **932** \_\_\_\_\_ m

Third previous tax year to reduce taxable dividends subject to Part IV tax ..... **933** \_\_\_\_\_ n

Subtotal (total of amounts i to n) \_\_\_\_\_ F

Closing balance of farm losses to be carried forward to future tax years (amount E **minus** amount F) **380** \_\_\_\_\_ G

Note 8: A farm loss expires as follows:

- after **10** tax years if it arose in a tax year ending before 2006; and
- after **20** tax years if it arose in a tax year ending after 2005.

Note 9: Amount h is the total of lines 340 and 345 from Schedule 3.

**Part 4 – Restricted farm losses****Current-year restricted farm loss**Total losses for the year from farming business ..... **485** ..... A**Minus** the deductible farm loss:(amount A above \_\_\_\_\_ – \$2,500) **divided by 2 =** \_\_\_\_\_ aAmount a or \$ 15,000 (note 10), whichever is less ..... **2,500** ..... bSubtotal (amount b **plus** amount c) **2,500** ..... **2,500** ..... BCurrent-year restricted farm loss (amount A **minus** amount B) ..... C**Continuity of restricted farm losses and request for a carryback**

Restricted farm losses at the end of the previous tax year ..... d

**Deduct:** Restricted farm loss expired (note 11) ..... **400** ..... eRestricted farm losses at the beginning of the tax year (amount d **minus** amount e) ..... **402** ..... D**Add:**Restricted farm losses transferred on an amalgamation or on the wind-up  
of a subsidiary corporation ..... **405** ..... fCurrent-year restricted farm loss (from amount C) ..... **410** ..... gEnter amount g on line 233 of Schedule 1, *Net Income (Loss) for Income Tax Purposes*.Subtotal (amount f **plus** amount g) ..... ESubtotal (amount D **plus** amount E) ..... F**Deduct:**Restricted farm losses from previous tax years applied against current farming income ..... **430** ..... h

Enter amount h on line 333 of the T2 return.

Section 80 – Adjustments for forgiven amounts ..... **440** ..... iOther adjustments ..... **450** ..... j

Subtotal (total of amounts h to j) ..... G

Restricted farm losses before any request for a carryback (amount F **minus** amount G) ..... H**Deduct – Request to carry back restricted farm loss to:**First previous tax year to reduce farming income ..... **941** ..... kSecond previous tax year to reduce farming income ..... **942** ..... lThird previous tax year to reduce farming income ..... **943** ..... m

Subtotal (total of amounts k to m) ..... I

Closing balance of restricted farm losses to be carried forward to future tax years (amount H **minus** amount I) **480** ..... J**Note**

The total losses for the year from all farming businesses are calculated without including scientific research expenses.

Note 10: For tax years that end before March 21, 2013, use \$6,250 instead of \$15,000.

Note 11: A restricted farm loss expires as follows:

- after **10** tax years if it arose in a tax year ending before 2006; and
- after **20** tax years if it arose in a tax year ending after 2005.



**Part 5 – Listed personal property losses****Continuity of listed personal property loss and request for a carryback**

Listed personal property losses at the end of the previous tax year ..... a

**Deduct:** Listed personal property loss expired after 7 tax years ..... **500** ..... b

Listed personal property losses at the beginning of the tax year (amount a **minus** amount b) ... **502** ..... **▶** ..... A

**Add:** Current-year listed personal property loss (from Schedule 6) ..... **510** ..... B

Subtotal (amount A **plus** amount B) ..... C

**Deduct:**

Listed personal property losses from previous tax years applied against listed personal property gains ..... **530** ..... c

Enter amount c on line 655 of Schedule 6.

Other adjustments ..... **550** ..... d

Subtotal (amount c **plus** amount d) ..... **▶** ..... D

Listed personal property losses remaining before any request for a carryback (amount C **minus** amount D) ..... E

**Deduct – Request to carry back listed personal property loss to:**

First previous tax year to reduce listed personal property gains ..... **961** ..... e

Second previous tax year to reduce listed personal property gains ..... **962** ..... f

Third previous tax year to reduce listed personal property gains ..... **963** ..... g

Subtotal (total of amounts e to g) ..... **▶** ..... F

Closing balance of listed personal property losses to be carried forward to future tax years (amount E **minus** amount F) **580** ..... G

**Part 7 – Limited partnership losses****Current-year limited partnership losses**

1	2	3	4	5	6	7
Partnership account number	Tax year ending yyyy/mm/dd	Corporation's share of limited partnership loss	Corporation's at-risk amount	Total of corporation's share of partnership investment tax credit, farming losses, and resource expenses	Column 4 <b>minus</b> column 5 (if negative, enter "0")	Current -year limited partnership losses (column 3 <b>minus</b> column 6)
<b>600</b>	<b>602</b>	<b>604</b>	<b>606</b>	<b>608</b>		<b>620</b>

1.

**Total** (enter this amount on line 222 of Schedule 1)**Limited partnership losses from previous tax years that may be applied in the current year**

1	2	3	4	5	6	7
Partnership account number	Tax year ending yyyy/mm/dd	Limited partnership losses at the end of the previous tax year and amounts transferred on an amalgamation or on the wind-up of a subsidiary	Corporation's at-risk amount	Total of corporation's share of partnership investment tax credit, business or property losses, and resource expenses	Column 4 <b>minus</b> column 5 (if negative, enter "0")	Limited partnership losses that may be applied in the year (the lesser of columns 3 and 6)
<b>630</b>	<b>632</b>	<b>634</b>	<b>636</b>	<b>638</b>		<b>650</b>

1.

**Continuity of limited partnership losses that can be carried forward to future tax years**

1	2	3	4	5	6
Partnership account number	Limited partnership losses at the end of the previous tax year	Limited partnership losses transferred in the year on an amalgamation or on the wind-up of a subsidiary	Current-year limited partnership losses (from line 620)	Limited partnership losses applied in the current year (must be equal to or less than line 650)	Current year limited partnership losses closing balance to be carried forward to future years (column 2 <b>plus</b> column 3 <b>plus</b> column 4 <b>minus</b> column 5)
<b>660</b>	<b>662</b>	<b>664</b>	<b>670</b>	<b>675</b>	<b>680</b>

1.

**Total** (enter this amount on line 335 of the T2 return)**Note**

If you need more space, you can attach more schedules.

**Part 8 – Election under paragraph 88(1.1)(f)**

If you are making an election under paragraph 88(1.1)(f), check the box

**190**

Yes

☐

In the case of the wind-up of a subsidiary, if the election is made, the non-capital loss, restricted farm loss, farm loss, or limited partnership loss of the subsidiary—that otherwise would become the loss of the parent corporation for a particular tax year starting after the wind-up began—will be considered as the loss of the parent corporation for its immediately preceding tax year and not for the particular year.

**Note**

This election is only applicable for wind-ups under subsection 88(1) that are reported on Schedule 24, *First-Time Filer after Incorporation, Amalgamation, or Winding-up of a Subsidiary into a Parent*.

## Non-Capital Loss Continuity Workchart

### Part 6 – Analysis of balance of losses by year of origin

#### Non-capital losses

Year of origin	Balance at beginning of year	Loss incurred in current year	Adjustments and transfers	Loss carried back Parts I & IV	Applied to reduce		Balance at end of year
					Taxable income	Part IV tax	
Current	N/A	132			N/A		132
1st preceding taxation year 2018-12-31	167	N/A		N/A			167
2nd preceding taxation year 2017-12-31	996	N/A		N/A			996
3rd preceding taxation year 2016-12-31	885	N/A		N/A			885
4th preceding taxation year 2015-12-31	2,071	N/A		N/A			2,071
5th preceding taxation year 2014-12-31	1,444	N/A		N/A			1,444
6th preceding taxation year 2013-12-31	5,724	N/A		N/A			5,724
<b>Total</b>	<b>11,287</b>	<b>132</b>					<b>11,419</b>

## Fixed Assets Reconciliation

Reconciliation of change in fixed assets per financial statements to amounts used per tax return.

### Tax return

Additions for tax purposes – Schedule 8 regular classes

Additions for tax purposes – Schedule 8 leasehold improvements

Operating leases capitalized for book purposes

Capital gain deferred

Recapture deferred

Deductible expenses capitalized for book purposes – Schedule 1

Other (specify):

+

+

+

+

+

+

**Total additions per books**

=



Proceeds up to original cost – Schedule 8 regular classes

Proceeds up to original cost – Schedule 8 leasehold improvements

Proceeds in excess of original cost – capital gain

Recapture deferred – as above

Capital gain deferred – as above

Pre V-day appreciation

Other (specify):

+

+

+

+

+

+

**Total proceeds per books**

=



Depreciation and amortization per accounts – Schedule 1

Loss on disposal of fixed assets per accounts

Gain on disposal of fixed assets per accounts

–

–

+

**Net change per tax return**

=

### Financial statements

#### Fixed assets (excluding land) per financial statements

Closing net book value

Opening net book value

–

**Net change per financial statements**

=

If the amounts from the tax return and the financial statements differ, explain why below.

Canada Revenue Agency  
Agence du revenu du Canada**Schedule 50****Shareholder Information**

Corporation's name  DL 2016 Holdings Corporation	Business number  85584 7455 RC0001	Tax year-end Year Month Day 2019-12-31
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- All private corporations must complete this schedule for any shareholder who holds 10% or more of the corporation's common and/or preferred shares.
- Provide only one number per shareholder (business number, social insurance number or trust number).

	Name of shareholder (after name, indicate in brackets if the shareholder is a corporation, partnership, individual, or trust)  <b>100</b>	Business number (If a corporation is not registered, enter "NR")  <b>200</b>	Social insurance number  <b>300</b>	Trust number  <b>350</b>	Percentage common shares  <b>400</b>	Percentage preferred shares  <b>500</b>
1	TOWN OF LADYSMITH	10812 7622 RC0001			100.000	
2						
3						
4						
5						
6						
7						
8						
9						
10						

# Corporate Taxpayer Summary

## Corporate information

Corporation's name	DL 2016 Holdings Corporation															
Taxation Year	2019-01-01 to 2019-12-31															
Jurisdiction	British Columbia															
BC	AB	SK	MB	ON	QC	NB	NS	NO	PE	NL	XO	YT	NT	NU	OC	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Corporation is associated	N															
Corporation is related	N															
Number of associated corporations																
Type of corporation	Other Private Corporation															
Total amount due (refund) federal and provincial*																

\* The amounts displayed on lines "Total amount due (refund) federal and provincial" are all listed in the help. Press F1 to consult the context-sensitive help.

## Summary of federal information

Net income	-132
Taxable income	
Donations	
Calculation of income from an active business carried on in Canada	
Dividends paid	
Dividends paid – Regular	
Dividends paid – Eligible	
Balance of the low rate income pool at the end of the previous year	
Balance of the low rate income pool at the end of the year	
Balance of the general rate income pool at the end of the previous year	
Balance of the general rate income pool at the end of the year	
Part I tax (base amount)	

## Summary of federal carryforward/carryback information

<b>Carryforward balances</b>	
Non-capital losses	11,419

## Summary of provincial information – provincial income tax payable

	British Columbia	Saskatchewan	Manitoba
% Allocation	100.00		
Attributed taxable income			
Tax payable before deduction			
Deductions and credits			
Tax payable or refundable credit			
Attributed taxable capital	N/A		
Capital tax payable*	N/A		
Instalments and refundable credits	N/A		
Balance due/Refund (-)	N/A		
<b>Credit unions and caisses populaires profits tax (MB-Credit Unions)</b>			
Tax payable	N/A	N/A	
<b>Logging tax payable (FIN542)</b>			
Tax payable		N/A	N/A

\* For Manitoba, this includes the Outstanding Balance Excluding Instalments.

**Summary – taxable capital****Federal**

Corporate name	Taxable capital used to calculate the business limit reduction (T2, line 415)	Taxable capital used to calculate the SR&ED expenditure limit for a CCPC (Schedules 31 and 49)	Taxable capital used to calculate line 233 of the T2 return	Taxable capital used to calculate line 234 of the T2 return
DL 2016 Holdings Corporation				
Total				

**Québec**

Corporate name	Paid-up capital used to calculate the Québec business limit reduction (CO-771) and to calculate the additional deduction for transportation costs of remote manufacturing SMEs (CO-156.TR)	Paid-up capital used to calculate the tax credit for investment (CO-1029.8.36.IN) and to determine the applicability of Form CO-1029.8.33.TE	Paid-up capital used to calculate the \$1 million deduction (CO-1137.A and CO-1137.E)	Paid-up capital used to determine the applicability of Form CO-737.SI
Total				

**Ontario**

Corporate name	Specified capital used to calculate the expenditure limit – Ontario innovation tax credit (Schedule 566)
Total	

**Other provinces**

Corporate name	Capital used to calculate the Newfoundland and Labrador capital deduction on financial institutions (Schedule 306)
Total	

## Five-Year Comparative Summary

	Current year	1st prior year	2nd prior year	3rd prior year	4th prior year
<b>Federal information (T2)</b>					
Taxation year end	<b>2019-12-31</b>	<b>2018-12-31</b>	<b>2017-12-31</b>	<b>2016-12-31</b>	<b>2015-12-31</b>
Net income	-132	-167	-996	-885	-2,071
Taxable income					
Active business income					
Dividends paid					
Dividends paid – Regular					
Dividends paid – Eligible					
LRIP – end of the previous year					
LRIP – end of the year					
GRIP – end of the previous year					
GRIP – end of the year					
Donations					
Balance due/refund (-)					
<b>Line 996 – Amended tax return</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Loss carrybacks requested in prior years to reduce taxable income</b>					
Taxation year end	<b>2019-12-31</b>	<b>2018-12-31</b>	<b>2017-12-31</b>	<b>2016-12-31</b>	<b>2015-12-31</b>
Taxable income before loss carrybacks	N/A	N/A			
Non-capital losses	N/A	N/A			
Net capital losses (50%)	N/A	N/A			
Restricted farm losses	N/A	N/A			
Farm losses	N/A	N/A			
Listed personal property losses (50%)	N/A	N/A			
Total loss carried back to prior years	N/A	N/A			
Adjusted taxable income after loss carrybacks	N/A	N/A			
<b>Losses in the current year carried back to previous years to reduce taxable income (according to Schedule 4)</b>					
Taxation year end	<b>2019-12-31</b>	<b>2018-12-31</b>	<b>2017-12-31</b>	<b>2016-12-31</b>	<b>2015-12-31</b>
Adjusted taxable income before current year loss carrybacks*	N/A				N/A
Non-capital losses	N/A				N/A
Net capital losses (50%)	N/A				N/A
Restricted farm losses	N/A				N/A
Farm losses	N/A				N/A
Listed personal property losses (50%)	N/A				N/A
Total current year losses carried back to prior years	N/A				N/A
Adjusted taxable income after loss carrybacks	N/A				N/A

\* The adjusted taxable income before current year loss carryback takes into account loss carrybacks that were made in prior taxation years.



**Loss carrybacks requested in prior years to reduce taxable dividends subject to Part IV tax**

Taxation year end	2019-12-31	2018-12-31	2017-12-31	2016-12-31	2015-12-31
Adjusted Part IV tax multiplied by the multiplication factor**, before loss carrybacks	N/A	N/A			
Non-capital losses	N/A	N/A			
Farm losses	N/A	N/A			
Total loss carried back to prior years	N/A	N/A			
Adjusted Part IV tax multiplied by the multiplication factor**, after loss carrybacks	N/A	N/A			

**Losses in the current year carried back to previous years to reduce taxable dividends subject to Part IV tax (according to Schedule 4)**

Taxation year end	2019-12-31	2018-12-31	2017-12-31	2016-12-31	2015-12-31
Adjusted Part IV tax multiplied by the multiplication factor**, before current-year loss carrybacks***	N/A				N/A
Non-capital losses	N/A				N/A
Farm losses	N/A				N/A
Total current year losses carried back to prior years	N/A				N/A
Adjusted Part IV tax multiplied by the multiplication factor**, after loss carrybacks	N/A				N/A

\*\* The multiplication factor is 3 for dividends received before January 1, 2016, and 100 / 38 1/3 for dividends received after December 31, 2015.

\*\*\* The adjusted Part IV tax multiplied by the multiplication factor before current-year loss carrybacks takes into account loss carrybacks that were made in prior taxation years. This amount is multiplied by the multiplication factor to help you determine the loss amount that must be used to reduce Part IV tax payable to zero.

**Federal taxes**

Taxation year end	2019-12-31	2018-12-31	2017-12-31	2016-12-31	2015-12-31
Part I					
Part IV					
Part III.1					
Other*					

\* The amounts displayed on lines "Other" are all listed in the help. Press F1 to consult the context-sensitive help.

**Credits against part I tax**

Taxation year end	2019-12-31	2018-12-31	2017-12-31	2016-12-31	2015-12-31
Small business deduction					
M&P deduction					
Foreign tax credit					
Investment tax credit					
Abatement/other*					

\* The amounts displayed on lines "Other" are all listed in the help. Press F1 to consult the context-sensitive help.

**Refunds/credits**

Taxation year end	2019-12-31	2018-12-31	2017-12-31	2016-12-31	2015-12-31
ITC refund					
Dividend refund					
– Eligible dividends					
– Non-eligible dividends					
Instalments					
Other*					

\* The amounts displayed on lines "Other" are all listed in the help. Press F1 to consult the context-sensitive help.

**British Columbia**

Taxation year end	<b>2019-12-31</b>	<b>2018-12-31</b>	<b>2017-12-31</b>	<b>2016-12-31</b>	<b>2015-12-31</b>
% Allocation	100.00	100.00	100.00	100.00	100.00
Attributed taxable income					
Income tax payable before deduction					
Income tax deductions /credits					
Net income tax payable					
<b>Logging tax payable (FIN542)</b>					
Tax payable					
<b>B.C. general</b>					
Taxable capital					
Capital tax payable					
Instalments and refundable credits					
Capital tax balance due/refund					

# Adjusting Journal Entries

**DL 2016 Holdings Corporation**

Year End: December 31, 2019

**Adjusting Journal Entries**

Date: 1/1/2019 To 12/31/2019

Preparer	Reviewer	Partner
TJ 4/27/2020	BM 5/1/2020	

**2. 3. 1**

Number	Date	Name	Account No	Debit	Credit	Recurrence	Misstatement
1	12/31/2019	Revenue	3100		23,725.16		
1	12/31/2019	Rent-premises	6750	23,725.16			
		To record rent from Ladysmith Maritime Society					
2	12/31/2019	Bank	1050	143.07			
2	12/31/2019	Interest Income	8200		143.07		
		To record interest earned					
3	12/31/2019	Due to from Town of Ladysmith	2520		275.00		
3	12/31/2019	Accounting	6010	275.00			
		To record payment of accounting fees					
				24,143.23	24,143.23		
Net Income (Loss)			(131.93)				

# Trial Balance

**DL 2016 Holdings Corporation**

Year End: December 31, 2019

Trial balance for client

Preparer	Reviewer	Partner
TJ 4/27/2020	BM 5/1/2020	

4. 4

Account	Prelim	Adj's	Reclass	Rep
1050 Bank	998.83	143.07	0.00	1,141.90
2520 Due to from Town of Ladysmit	(6,717.00)	(275.00)	0.00	(6,992.00)
2910 SHARE CAPITAL	(10.00)	0.00	0.00	(10.00)
2995 Retained Earnings	5,728.17	0.00	0.00	5,728.17
3100 Revenue	0.00	(23,725.16)	0.00	(23,725.16)
6010 Accounting	0.00	275.00	0.00	275.00
6750 Rent-premises	0.00	23,725.16	0.00	23,725.16
8200 Interest Income	0.00	(143.07)	0.00	(143.07)
	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Net Income (Loss)	0.00			(131.93)



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STAFF REPORT TO COUNCIL

**Report Prepared By:** Donna Smith, Manager of Corporate Services  
**Meeting Date:** July 21, 2020  
**File No:**  
**RE:** 2020 VIRTUAL UBCM CONVENTION

**RECOMMENDATION:**

That Council waive Town of Ladysmith Council Remuneration Policy 5-1920-A and authorize all members of Council to attend the 2020 Union of BC Municipalities Convention to be held electronically from September 21-25, 2020.

**EXECUTIVE SUMMARY:**

As a result of COVID-19, the annual Union of BC Municipalities (UBCM) Convention will be held electronically. The Town's Council Remuneration Policy permits the Mayor and up to four Councillors to attend the UBCM convention and associated costs are related to travel, accommodation and registration fees. Since the costs for 2020 will only include the \$350 registration fee, Council may wish to authorize all Council members to participate in this year's 'virtual' convention.

**PREVIOUS COUNCIL DIRECTION**

Resolution	MeetingDate	ResolutionDetails
CS 2020-032	01/21/2020	That Council authorize Mayor Stone and Councillors Johnson, McKay, Paterson, and Virtanen to attend the Union of British Columbia Municipalities annual convention to be held September 21-25, 2020, in Victoria.

**INTRODUCTION/BACKGROUND:**

The Town's Council Remuneration Policy 5-1920-A (attached) provides guidelines as to how many Council members may attend the Association of Vancouver Island & Coastal Communities (AVICC) annual conference, the UBCM Convention and the Federation of Canadian Municipalities (FCM) Convention.

At the January 21, 2020 Council Meeting, Council authorized Mayor Stone and Councillors Johnson, McKay, Paterson and Virtanen to attend the 2020 UBCM Convention.

Information about the UBCM Convention and the new way that resolutions will be considered at the convention are attached to this report. The AVICC annual general meeting will also be held during the conference on September 22, due to the cancellation of that conference in April



(information attached).

**ALTERNATIVES:**

Council can choose to:

- Not waive the Council Remuneration Policy for the 2020 UBCM Convention.
- Waive the Council Remuneration Policy for the 2020 UBCM Convention and authorize less than all Council members to attend.

**FINANCIAL IMPLICATIONS:**

Approximately \$2,500 is budgeted for each Council member to attend the UBCM Convention. Since this year's convention will be held virtually, the only cost to Council members would be the \$350 registration fee (if registered prior to August 8), for a total of \$2,450 if Council authorizes all members to attend.

**LEGAL IMPLICATIONS:**

N/A

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

N/A

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

Corporate Services and Finance staff will coordinate registration and payment of Council members attending the convention.

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

- |  |  |
|--|--|
| <input type="checkbox"/> Complete Community Land Use | <input type="checkbox"/> Low Impact Transportation |
| <input type="checkbox"/> Green Buildings             | <input type="checkbox"/> Multi-Use Landscapes      |
| <input type="checkbox"/> Innovative Infrastructure   | <input type="checkbox"/> Local Food Systems        |
| <input type="checkbox"/> Healthy Community           | <input type="checkbox"/> Local, Diverse Economy    |
| <input checked="" type="checkbox"/> Not Applicable   |  |

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

- |   |  |
|---|--|
| <input type="checkbox"/> Infrastructure | <input type="checkbox"/> Economy                   |
| <input type="checkbox"/> Community      | <input checked="" type="checkbox"/> Not Applicable |
| <input type="checkbox"/> Waterfront     |  |

***I approve the report and recommendation(s).***

**Erin Anderson, Acting Chief Administrative Officer**

**ATTACHMENT(S):**

- Council Remuneration Policy 5-1920-A
- UBCM registration information including new resolutions process
- AVICC Virtual AGM – September 22, 2020 (during UBCM)

**TOWN OF LADYSMITH**  
**POLICIES AND PROCEDURE MANUAL**

<b>TOPIC:</b>	<b>COUNCIL REMUNERATION POLICY</b>		
<b>APPROVED BY:</b>	<b>Council</b>	<b>DATE:</b>	March 3, 2020
<b>RESOLUTION #:</b>	<b>CS 2020-088</b>		
	<i>(Amended from CS 2018-457, November 19, 2018)</i>		

**Purpose**

The purpose of this policy is to establish guidelines for Council remuneration and the procedure for providing remuneration, including but not limited to financial compensation and related services and benefits.

**Persons Affected**

The following people are affected by this policy: Mayor, Council, Financial Services & Corporate Services staff.

**Policy**

1. Annual Remuneration Adjustment

Effective January 1<sup>st</sup> of each year, the Finance Officer shall revise the base compensation for the Mayor and Councilors by applying the Victoria Consumer Price Index average for the preceding three years to the current compensation amount, to a maximum of 2 per cent.

If the application of the Consumer Price Index results in a decrease, there will be no change to the remuneration amount.

2. Health Benefits for Council Members

The Town will not provide health benefits to members of Council.

Members of Council may elect to join the Union of British Columbia Municipalities (UBCM) Benefits Plan with the full costs borne by the individuals. Membership eligibility and requirements will be decided by the UBCM.

### 3. Conventions & Conferences

- 3.1 Approved conventions/conferences as well as the authorized attendees is as follows:

Convention/Conference	Attendance	Decided by
Federation of Canadian Municipalities (FCM)	Mayor	Council Remuneration Policy
	1 Council member	Council Resolution
Union of British Columbia Municipalities (UBCM)	Mayor	Council Remuneration Policy
	4 Council members	Council Resolution
Association of Vancouver Island Coastal Communities (AVICC)	Mayor	Council Remuneration Policy
	4 Council members	Council Resolution
Vancouver Island Economic Alliance (VIEA)	Mayor	Council Remuneration Policy
	4 Council members	Council Resolution

- 3.2 Subject to sufficient budget, the Mayor may approval reimbursement of conference fees and travel expenses for Council members to attend additional conferences.
- 3.3 The Mayor, or his/her delegate, is given blanket authority to attend unforeseen or emergency meetings on behalf of the Town, with reimbursement subject to subsequent Council approval.
- 3.4 Council members are authorized for reimbursement of travel expenses incurred on matters related to their Council duties in accordance with Policy #05 1790 Travel Expenses.

### 4 Meals

While conducting Town business, meals of the guests of the Mayor or Council members shall be reimbursed at cost including applicable taxes and gratuities.

### 5 Cell Phones

Each member of Council will receive a corporate cell phone and belong to the applicable Town of Ladysmith data and cellular minutes plan, for the sole purpose of conducting Town business.

## 6 Tablets

Each member of Council will receive a corporate tablet for the sole purpose of conducting Town business.

## 7 Access to Frank Jameson Community Centre

Effective January 1, 2020, each member of Council will be granted free access to the pool and fitness centre located at the Frank Jameson Community Centre. This includes all drop-in fitness and pool classes, but does not apply to classes and programs for which registration is required. This access will continue for the time that the elected official holds office.

## 8 Review of Policy

This policy shall be reviewed six months before the end of each Council term.

### **Procedure**

#### *Council*

1. Should a member of Council choose not to accept all or part of his or her remuneration, he or she must:
  - (a) advise the Director of Financial Services in writing;
  - (b) specify the requested amount of remuneration; and
  - (c) specify the date this request will come into effectSuch a request cannot be retroactive
2. At the beginning of the Council term, newly elected Council members shall provide the requested relevant information to the Payroll department within the first two weeks following the inaugural meeting.

#### *Finance*

1. The net remuneration shall be paid via electronic funds transfer monthly to each Council member.
2. The Finance Officer shall calculate the annual remuneration adjustment once the CPI figures are available and apply any retroactive increases on the next remuneration payment.
3. The Payroll department shall administer the applicable UBCM Health Benefits deductions per the UBCM agreement to facilitate premium payments.

4. Financial Services shall administer the procurement of the corporate tablet for each member of Council for the duration of the Council term. Replacement of the corporate cell phone is at the discretion of the CAO.

A designated member of Staff shall administer the procurement of the corporate cell phone and protective case for each member of Council for the duration of the Council term. Replacement of the corporate cell phone is at the discretion of the CAO.



September 22 - 24, 2020

Virtual Convention Location

Victoria Conference Centre, Victoria BC

Payment Methods

**All payments must be made by credit card.** UBCM accepts VISA, MasterCard. Credit card payment must process successfully to complete registration for the Virtual 2020 UBCM Convention.

Registration Deadline

**Registration Closes September 11, 2020 at 4:00pm.**

Modify Your Registration

To make any changes to your registration, [login](#) with your contact person's email address and the registration number shown on your receipt.

Refund Policy

100% refund available, if cancelled **by August 7, 2020**. 50% refund if cancelled **between August 8 - 21** and no refund thereafter. Future Registration credits will not be issued.

Voting Delegates

Virtual voting information will be forthcoming.

## Registration Fee

	Before Aug 8, 2020	Aug 8 to Aug 27, 2020	Aug 28 to Sep 11, 2020
<input checked="" type="radio"/> <b>Local Government/UBCM Member</b> (local government elected official or staff member ONLY)	\$350	\$455	\$525



# Resolutions Process for 2020 UBCM Convention

June 30, 2020

With the 2020 UBCM Convention moving to a virtual format, UBCM has adapted this year's resolutions process. The following outlines important resolutions information for 2020.

The UBCM Executive is pleased to be able to hold a virtual resolutions session during the 2020 Convention. The session will be three hours long, and will feature the consideration of some individual resolutions and some Blocks of resolutions. In 2020, UBCM will put forward the following for member consideration:

- Approximately 10 Special Resolutions (SR) that are sponsored by the UBCM Executive will be brought forward for individual consideration. These will reflect timely and important issues for our membership.
- One Block of all resolutions recommended to be Endorsed;
- One Block of all resolutions recommended to be Not Endorsed;
  - All resolutions in a Block are considered together, with one vote.
  - In advance of Convention, members who wish to pull resolutions from either of the two Blocks for individual consideration, will need to follow the following steps:
    - Endorse a motion at a Council or Board meeting requesting removal from the Block;
    - Send the motion, along with the reasons for wanting to pull a resolution from a Block, to the UBCM Executive by noon on Friday, September 11;
    - Executive will decide which requests are approved;
    - Executive approval to pull a resolution will result in an amended Block being presented at Convention; and
    - Any amendments will be announced during the Resolutions session.
  - Resolutions pulled from a Block for individual consideration will be Referred to Executive, and not considered during Convention.
- Refer all No Recommendation resolutions to Executive for consideration following Convention, as per past practice. However, the Resolutions Committee will make every effort to try and provide a recommendation of Endorse or Not Endorse to limit the number of No Recommendation resolutions.
- Refer all Late Resolutions (those received after June 30th submission deadline) to Executive for consideration following Convention.
- Off-The-Floor Resolutions will not be permitted.

The Ministerial Order received from the Province on May 22 provides UBCM with the authority to establish new rules and processes to accommodate holding a virtual Convention in 2020. That authority extends to resolutions.

In recent Convention evaluations many members expressed a desire to see changes to the resolutions process. The Resolutions Committee believes that this virtual environment is an opportunity to test some of those ideas. The Committee looks forward to receiving member

feedback following the 2020 Convention to gauge what members thought worked and what didn't. Member feedback will help to shape future discussions around how to improve the UBCM resolutions process.

As we finalize the details of our virtual Convention, we will share more information about how the virtual resolutions session will work. Details about how to speak for or against a resolution and about how to vote will be shared in future articles over the summer.

If you have any questions about Resolutions in 2020, please contact [Jamee Justason](#), Resolutions & Policy Analyst.

# AVICC Virtual AGM September 22, 2020 (during Virtual UBCM Convention)

## 1. AVICC Virtual AGM September 22, 2020

AVICC will be holding a virtual AGM on Tuesday, September 22<sup>nd</sup> from 4:30 to 5:30 pm during the UBCM Convention. Members that wish to attend can select the AVICC AGM as an option when registering for the UBCM Convention, and there is no additional fee to register for the AGM. Registration for UBCM opens on July 6<sup>th</sup>. Information on matters to be discussed at the AGM will be sent to members in early September.

## 2. Virtual Elections, Nominations for AVICC Executive Reopened

Since this year's AGM will be held as a virtual event, there will be a few changes in the nominations and elections procedures:

- There will not be any nominations from the floor during the virtual AGM.
- The nomination period has been **reopened until July 22<sup>nd</sup>** to allow an opportunity for additional nominees. Those members who previously sent in their nomination papers will not have to resubmit, and are still considered current candidates. An updated nomination form is attached and is also available on the AVICC website at [Nominations](#).
- Candidates will have the opportunity to pre-record candidate speeches that will be made available to members to view before the AGM.
- Voting for candidates will take place by electronic vote during the AGM, rather than by paper ballot.

## 3. New Resolutions Process at UBCM Convention

On June 30<sup>th</sup> UBCM sent out information on their new resolutions process at their virtual Convention in September. Members can read about the resolutions process on the UBCM website at [Resolutions](#). The resolutions AVICC members sent in for the original April AVICC Convention that were received by the February 6<sup>th</sup> deadline were submitted to UBCM for inclusion in its resolution process.

## 4. UBCM Excellence Awards – Upcoming Deadline July 10th

The deadline to apply for UBCM's [2020 Community Excellence Awards](#) is coming up soon on July 10<sup>th</sup>. The awards recognize and celebrate UBCM members that have implemented projects or programs that demonstrate excellence in meeting the purposes of local government in B.C. Applicants are encouraged to include any COVID-19 pandemic response actions and/or activities in their applications. The program guide with the award categories and the application form are available on the UBCM website at [2020 Community Excellence Awards](#).

Correspondence to and from the AVICC Executive on topics including BC Ferries, Island Rail, and First Nations invitations for membership is available on the AVICC website at: [Recent AVICC Correspondence and Updates](#)

## STAFF REPORT TO COUNCIL

**Report Prepared By:** Donna Smith, Manager of Corporate Services

**Meeting Date:** July 21, 2020

**File No:**

**RE: LADYSMITH & DISTRICT HISTORICAL SOCIETY – REQUEST FOR  
LOAN AGREEMENT WITH CITY OF PORT ALBERNI FOR PLYMOUTH 107 GASOLINE SHUNTING  
ENGINE**

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### RECOMMENDATION:

That Council advise the Ladysmith & District Historical Society that it appreciates their continued efforts for the return of the Plymouth 107 gasoline shunting engine to Ladysmith, and recommends that the Ladysmith & District Historical Society negotiate the loan agreement directly with the City of Port Alberni.

### EXECUTIVE SUMMARY:

The Ladysmith & District Historical Society (LDHS) has corresponded with the City of Port Alberni about the potential loan of a Plymouth gasoline shunting engine. They are requesting that Council provide direction as to how LDHS should negotiate the loan agreement with Port Alberni.

### PREVIOUS COUNCIL DIRECTION

CS 2019-427 That Council support in principle the request by the Ladysmith and District Historical Society for the return of the Plymouth 107 railway shunting engine from the WVIHS Heritage Centre in Port Alberni in their correspondence dated November 24, 2019, and co-sign a letter to the WVIHS Heritage Centre if required.

### INTRODUCTION/BACKGROUND:

The LDHS are a dedicated group of volunteers who work tirelessly to preserve and celebrate Ladysmith's rich history. The LDHS has requested assistance in returning the Plymouth 107 railway shunting engine (Plymouth) to Ladysmith. The LDHS believes the society members have the capacity to restore the Plymouth to a functioning condition. As noted in the previous Council direction, the request from LDHS was for the return of the Plymouth 107 shunting engine. The new proposal is for a loan of the Plymouth from City of Port Alberni to the Town of Ladysmith for a period of three years.

LDHS is requesting that the following options for a loan agreement be considered. Staff's

comments are included.

		Staff comment:
a.	Between the Town of Ladysmith and the City of Port Alberni	<i>This is not recommended as the Town would assume all liability for the Plymouth.</i>
b.	Between the LDHS acting on behalf of the Town and City of Port Alberni	<i>Ideally, the LDHS proceeding on its own would be the best option rather than on behalf of the Town as the Town would still assume risk.</i>
c.	LDHS/Town of Ladysmith panel and the City of Port Alberni	<i>This is not recommended as the Town would still assume risk.</i>

Staff have identified areas for Council to consider related to the LDHS request:

Train Tracks	Though the train tracks have currently been cut in the Machine Shop to make way for a shear wall, it does not preclude future use. If tracks were to be reinstalled it would be at a significant cost due to associated engineering costs.
Arts & Heritage Hub grant	If LDHS was to enter into a loan agreement, the proposed location of the restoration will be within the Hub area.
Insurance/Liability	<p>If the LDHS were to enter into the loan agreement, it would be responsible for the associated liability insurance as required through their provider.</p> <p>If the Town were to participate in the loan agreement, our insurance provider has recommended that the agreement be reviewed by the Town's lawyer to determine risk prior to signing.</p>

#### **ALTERNATIVES:**

Council can choose to enter into a loan agreement with the City of Port of Alberni related to the Plymouth 107 gasoline shunting engine. The concerns associated with this approach have been outlined in the report.

#### **FINANCIAL IMPLICATIONS:**

There are costs associated with entering into a loan agreement, however without having an actual agreement, the related insurance or legal costs cannot be assessed.

#### **LEGAL IMPLICATIONS:**

If Council directed staff to proceed with the loan agreement, the Town's lawyers would be requested to review the agreement to ensure the Town's interests are protected in acquiring an asset that we do not own.

#### **CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

N/A

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

N/A

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

- |  |  |
|--|--|
| <input type="checkbox"/> Complete Community Land Use | <input type="checkbox"/> Low Impact Transportation |
| <input type="checkbox"/> Green Buildings             | <input type="checkbox"/> Multi-Use Landscapes      |
| <input type="checkbox"/> Innovative Infrastructure   | <input type="checkbox"/> Local Food Systems        |
| <input type="checkbox"/> Healthy Community           | <input type="checkbox"/> Local, Diverse Economy    |
| <input checked="" type="checkbox"/> Not Applicable   |  |

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

- |   |  |
|---|--|
| <input type="checkbox"/> Infrastructure | <input type="checkbox"/> Economy                   |
| <input type="checkbox"/> Community      | <input checked="" type="checkbox"/> Not Applicable |
| <input type="checkbox"/> Waterfront     |  |

***I approve the report and recommendation(s).***

**Erin Anderson, Acting Chief Administrative Officer**

**ATTACHMENT(S):**

June 30, 2020 Correspondence from LDHS re: Potential Loan of Plymouth 107



Ladysmith & District Historical Society  
Box 813  
Ladysmith, BC  
V9G 1A6

Tel/Fax: 250.245.0100  
Email: [info@ladysmithhistoricalsociety.ca](mailto:info@ladysmithhistoricalsociety.ca)  
Website: [ladysmithhistoricalsociety.ca](http://ladysmithhistoricalsociety.ca)

June 30<sup>th</sup> 2020

**Re: Loan of Plymouth #107 Shunting Engine from Port Alberni**

Dear Mayor and Council,

Further to LDHS correspondence to Mayor and Council November 26<sup>th</sup> 2019 regarding the potential loan of a Plymouth gasoline shunting engine from Port Alberni to Ladysmith and

Town of Ladysmith Council resolutions December 16<sup>th</sup> 2019 regarding this matter (see attachments):

The LDHS subsequently corresponded with the Alberni Valley Museum regarding the engine. The Town of Port Alberni (owner of the asset) is favorably disposed to a loan.

A site visit was arranged for June 27<sup>th</sup> 2020 to permit the LDHS to assess the status of the engine and to determine if any mechanical reason be present to abandon the loan initiative.

The LDHS report on this site visit is attached.

The key finding is that, although unserviceable at this time (this was previously known), the shunting engine is in better condition than was expected and no reason was found to abandon the loan initiative.

The LDHS therefore requests clarification from Council regarding the drawing up of a loan agreement with the City of Port Alberni.

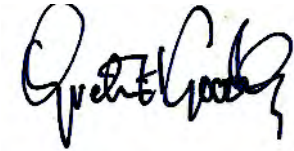
Council is requested to determine whether this loan agreement is negotiated and agreed:

1. directly between the Town of Ladysmith and the City of Port Alberni  
or
2. by the LDHS acting on behalf of the Town of Ladysmith with the City of Port Alberni  
or
3. by a joint Town of Ladysmith/LDHS panel working with the City of Port Alberni.

The shunting engine in the near term can be secured/stored in the same enclosure that the Humdergin currently occupies.

The LDHS is anxious to proceed with this loan as expeditiously as possible as the engine is required to move Loci 11 in and out of the Locomotive Shed to facilitate its painting. Failure to take advantage of this years summer weather will jeopardize plans for a 2023 public unveiling of the restored steam locomotive, 100 years after its assembly by the Baldwin Locomotive Works.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Quentin Goodbody', with a stylized, cursive script.

Quentin Goodbody  
President Ladysmith & District Historical Society

Attachments:

- 1: LDHS Correspondence to Mayor and Council November 26<sup>th</sup> 2019
- 2: Council Resolutions December 16 2020 Meeting Minutes
- 3: Town of Ladysmith Correspondence to LDHS December 18<sup>th</sup> 2019
- 4: LDHS Report on Site Visit to Port Alberni to assess status of Plymouth # 107





Ladysmith & District Historical Society  
Box 813  
Ladysmith, BC  
V9G 1A6

Tel/Fax: 250.245.0100  
Email: [info@ladysmithhistoricalsociety.ca](mailto:info@ladysmithhistoricalsociety.ca)  
Website: [ladysmithhistoricalsociety.ca](http://ladysmithhistoricalsociety.ca)

24 November 2019

**Re: Potential return of Plymouth # 107 railway shunting engine**

Dear Mayor and Council,

Some years ago, when the Ladysmith Railway Society (LRS) lost the use of the Machine Shop and rail yard, a safe home was needed for the forestry rolling stock collection which featured engines and cars which had operated at Comox Logging's facility at Ladysmith Harbour. At that time the Western Vancouver Island Industrial Heritage Society (WVIIHS) offered to house and preserve a number of LRS artifacts, including the Plymouth Gas Locomotive No. 107 – a gasoline powered shunting locomotive. No. 107 was transferred to Port Alberni.

The LDHS would now like to ask the WVIIHS if we can have the Plymouth back. It is needed at the Comox Logging & Railway Co. rail yard to move rolling stock about for refurbishment, display and storage purposes. At this time LDHS must borrow equipment of sufficient size (tractors or loaders) to move the rolling stock (Locs 11, etc.). The Plymouth would fit the ticket – and double as a heritage exhibit as it actually worked at the Comox rail yard when the site was an active industrial facility.

When visiting the WVIIHS Industrial Heritage Centre in Port Alberni this October we saw the Plymouth Locomotive outside, overgrown by blackberries with a damaged radiator and looking like it could use some work. It appears it has not been used for some time. The LDHS is confident we can fix it and get it serviceable, but would review the state of the engine before making full commitment to retrieve it.

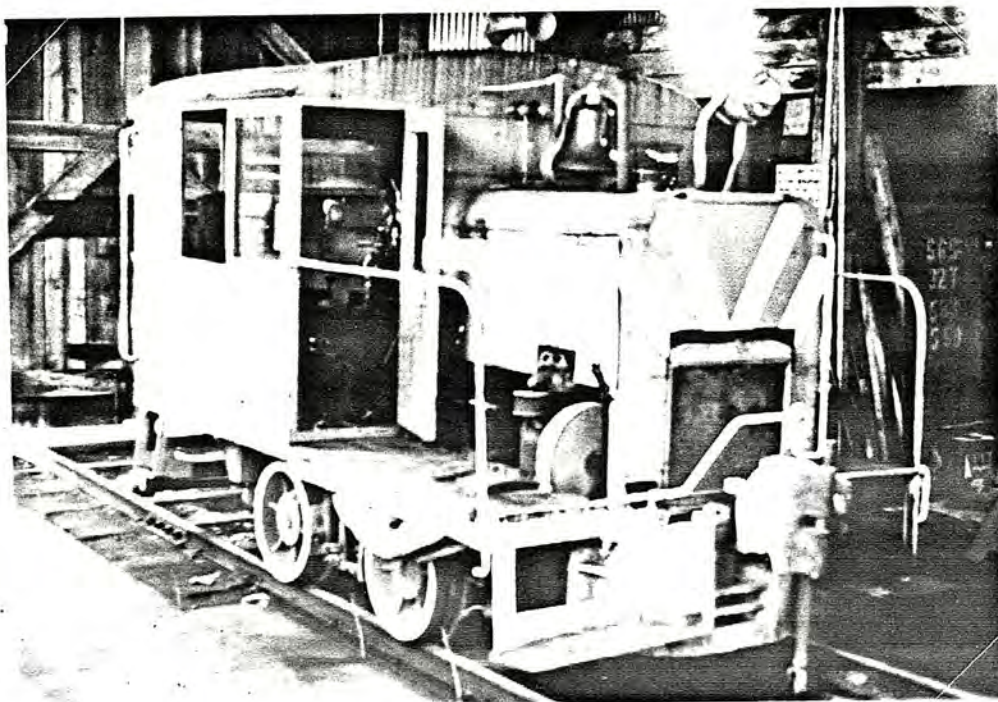
The LDHS has three questions for Mayor and Council:

- i/. Do Mayor and Council support a request to the WVIIHS for return of the Plymouth Gas Locie No. 107?
- ii/ If so, would the Town wish to be a co-signator on the letter of request – or consider that a statement by the LDHS that the Town is supportive of this request be sufficient? (There is no guarantee that the WVIIHS will want to give it back.)
- iii/. If the engine is returned, will the town accept it as a Town asset?

We look forward to your reply. Thank you.

Yours

Quentin Goodbody, President LDHS.



1. Plymouth Gas Locie No. 107. Very historical small industrial locomotive that could be used to advantage in yard service moving equipment about.

**Excerpt from Town of Ladysmith Regular Council Meeting Minutes  
December 16, 2019**

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**8. CORRESPONDENCE**

**8.1 Quentin Goodbody, Ladysmith and District Historical Society:  
Potential Return of Plymouth 107 Railway Shunting Engine**

**CS 2019-425**

That Council defer consideration of the request from the Ladysmith and District Historical Society in their correspondence dated November 24, 2019, to return the Plymouth 107 railway shunting engine to the society, until further details about the Arts and Heritage Hub are confirmed.

*Motion Defeated*

OPPOSED: Councillors Paterson, Stevens, Virtanen and Johnson

Council resolved to invite Quentin Goodbody, President of the Ladysmith and District Historical Society, to address Council and answer questions.

**CS 2019-426**

That Council co-sign the letter of request to the WVHHS Heritage Centre in Port Alberni as outlined by the Ladysmith and District Historical Society in their correspondence dated November 24, 2019 for the return of the Plymouth 107 railway shunting engine.

*Motion Defeated*

OPPOSED: Councillors Jacobson, Stevens, Virtanen and Paterson

**CS 2019-427**

That Council support in principle the request by the Ladysmith and District Historical Society for the return of the Plymouth 107 railway shunting engine from the WVHHS Heritage Centre in Port Alberni in their correspondence dated November 24, 2019, and co-sign a letter to the WVHHS Heritage Centre if required.

*Motion Carried*

December 18, 2019

File: 0230-20 LDHS

Via email: [info@ladysmithhistoricalsociety.ca](mailto:info@ladysmithhistoricalsociety.ca)

Ladysmith & District Historical Society  
Box 813  
Ladysmith, BC V9G 1A6

Attention: Quentin Goodbody, President


Dear Quentin:

**Re: Plymouth #107 Railway Shunting Engine**

At its regular meeting held Monday, December 16, Council considered your letter dated November 24, 2019 regarding the return of the Plymouth #107 railway shunting engine from the Western Vancouver Island Industrial Heritage Society in Port Alberni. After discussion, Council passed the following resolution:

CS 2019-427 That Council support in principle the request by the Ladysmith and District Historical Society for the return of the Plymouth 107 railway shunting engine from the WVIHS Heritage Centre in Port Alberni in their correspondence dated November 24, 2019, and co-sign a letter to the WVIHS Heritage Centre if required.

Sincerely,



Donna Smith  
Executive Liaison

**Assessment of the Condition of Plymouth Locomotive #107  
by members of LDHS Industrial Heritage Preservation team  
at the Port Alberni Industrial Heritage work yard site on 2020-06-27**

**Plymouth Locomotive #107:** built by Plymouth Locomotive Works 10/1926, serial #1662, Type DL, 4 wheel, 7 tons, length 15' 1", width 5'

**Overall assessment onsite:**

The locomotive is in better than expected condition. This site inspection did not show up any reasons why this locomotive could not be returned to the service intended for it by the LDHS. Required repairs and checks subsequent to transportation to Ladysmith are outlined below:

**Engine (Ford 351M/400 "B" (2x160) 5.8 Litre/351CID 8 cylinder.**

- new points, condenser, spark plugs, wire, oil filter, oil changed
- carburetor cover
- covers on side of engine replaced
- mechanism that operates couplers fixed

**Battery**

- replacement battery required

**Brakes**

- free up

**Transmission**

- to be checked when engine running.

**Wheel bearings**

- to be re-greased

**Air Compressor**

- check when engine running

**Air Tank**

- inspect and have pressure tested

**Air Lines**

- check when engine running to see if they need replacing to the control valves and brakes

**Radiator**

- check to see if disconnected 1979 Ford V8 radiator holds water, if not – buy or locate replacement

**Fuel Tank**

- check for any holes, repair if necessary, clean out the inside (tank currently ½ full of gasoline)

**Gauges (Air, Pressure and Temperature)**

- test to see if they all work accurately

**Bell (missing)**

- buy or locate a bell that would be similar to the original bell

**Step Plates**

- replace to look like original step plates

**Cab**

- Replace or repair some plywood



## **Additional needs to restore Locomotive #107 to Museum Quality:**

### **Cab Doors**

- Add doors for authenticity and for security

### **Paint Preparation** to return Locomotive #107 to the original Ladysmith Comox Logging & Railway Co. colours and logos

- Power washing
  - Sanding
  - Undercoat and top coat paint
  - Create Decals to make it authentic to Ladysmith
- 



**Plymouth 107 at work in Ladysmith**





## STAFF REPORT TO COUNCIL

**Report Prepared By:** Chris Barfoot, Director of Parks, Recreation & Culture  
**Meeting Date:** July 21, 2020  
**File No:**  
**RE:** **BROWN DRIVE PARK FAMILY FRIENDLY BIKE TRAIL**

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### RECOMMENDATION:

That Council direct staff to:

1. Begin Phase 1 of establishing a family friendly bike trail in the forested area behind Brown Drive Park as outlined in the staff report; and
2. Develop a maintenance partnership agreement with the Cowichan Trail Stewardship Society – Ladysmith Chapter for the family friendly bike trail located in the forested area behind Brown Drive Park.

### EXECUTIVE SUMMARY:

The opportunity to work with key community partners, stakeholders and youth to redevelop a family friendly bike trail in the forested area behind Brown Drive Park is a meaningful way to promote community engagement and community building. A suggested phased approach will provide the Town an opportunity to work with all those involved to rebuild this popular site in a safe and environmentally sustainable manner.

### PREVIOUS COUNCIL DIRECTION

N/A

### INTRODUCTION/BACKGROUND:

On May 28, 2020, staff were notified of bike trails and obstacles being constructed in a forested area behind Brown Drive Park. Upon investigation it was noted that significant damage had occurred posing significant risk as a result of the unsanctioned trail building. Staff remediated the area by removing three jumps and any visible hazards.

Following the remediation, residents communicated with Staff through email and telephone correspondence noting the importance of this space for children and youth, especially during the COVID-19 pandemic. In response, Staff invited members of the Cowichan Trail Stewardship Society (CTSS) Ladysmith Chapter to the site to discuss current uses and the potential for developing a family friendly bike trail with the potential for youth involvement, education and the development of a trail management strategy.



To gain an understanding of the community's needs in this particular area, a survey was issued to Town residents. The results showed that there are three main current uses of the forested area: biking, walking/hiking and dog walking.

The CTSS Ladysmith Chapter submitted a proposal for the creation of a family friendly bike trail implemented in phases and designed in manner that will reduce potential conflicts with the other user groups.

- Phase 1 (proposed for summer 2020) – redesign and build three family friendly trail components. This phase will utilize community support from various stakeholders and community partners, the CTSS Ladysmith Chapter, youth participation and will provide all those involved the education and understanding of multi-use trail development in sustainable and safe manner. Phase 1 will include a downhill section that consists of three jumps, enhance an existing pump track at the bottom of the trail which has been extremely popular with younger children, a fun flow trail for skill development, a basic bike skill development area and a multiuse uphill trail that will take riders back to the start and also safely accommodate all the other various users such as hikers and dog walkers as identified in the survey.
- Phase 2 (proposed for spring 2021) – will address access and future enhancements to the existing park area that align with the Town's Economic Development Strategy of investigating mountain bike trail development and accommodate the various user groups identified in the survey. This project will be included in future years' budgets.

Youth engagement will include a youth-driven communication and video documentary of the project that is a requirement of the RBC Future Launch Youth grant the Town received in 2019. The intent of the grant is to communicate activities pertinent to improving the determinants of health and therefore the lives and health of youth in Ladysmith through activities and programs that are intentional and meaningful.

Staff do not see this project having any negative impact for the future development of a bike skills park as described in the 2019 Lot 108 Plan Update.

#### **ALTERNATIVES:**

Council can choose to not proceed with Family Friendly Bike Trail and leave the forested area in its current state.

#### **FINANCIAL IMPLICATIONS:**

As this project has developed organically from a grassroots community approach, there are no funds budgeted for this work. Phase 1 will utilize only minimal materials and labour provided through the various community service clubs, youth and community volunteers. This phase, including the youth engagement video, is estimated to cost \$5,000 to complete. Funds for this project will come from Parks Operations and the RBC Future Launch grant. These funds can be found within the Parks budget.

Some funding from the RBC Future Launch Youth Grant will be reallocated for this project.

**LEGAL IMPLICATIONS:**

Involving CTSS will endeavor to ensure the works done on Town land are within an acceptable standard and meet the requirements of our insurance.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

The opportunity to work with key community partners, stakeholders and youth to redevelop a family friendly bike trail in the forested area behind Brown Drive Park is a meaningful way for community engagement and community building.

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

The Parks Department and the Parks, Recreation and Culture Department will work together to ensure the work is done according to the Town's guidelines.

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

- |   |  |
|---|--|
| <input type="checkbox"/> Complete Community Land Use  | <input type="checkbox"/> Low Impact Transportation |
| <input type="checkbox"/> Green Buildings              | <input type="checkbox"/> Multi-Use Landscapes      |
| <input type="checkbox"/> Innovative Infrastructure    | <input type="checkbox"/> Local Food Systems        |
| <input checked="" type="checkbox"/> Healthy Community | <input type="checkbox"/> Local, Diverse Economy    |
| <input type="checkbox"/> Not Applicable               |  |

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

- |   |   |
|---|---|
| <input type="checkbox"/> Infrastructure       | <input checked="" type="checkbox"/> Economy |
| <input checked="" type="checkbox"/> Community | <input type="checkbox"/> Not Applicable     |
| <input type="checkbox"/> Waterfront           |   |

***I approve the report and recommendation(s).***

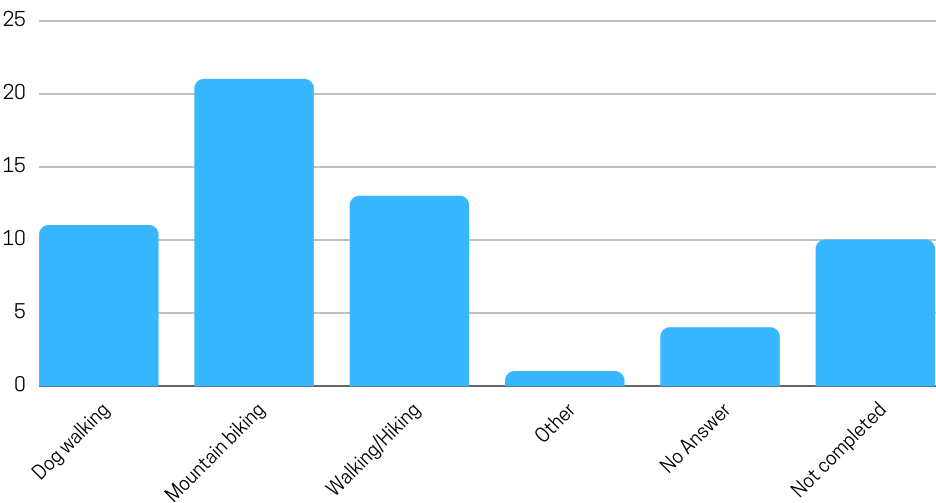
**Erin Anderson, Acting Chief Administrative Officer**

**ATTACHMENT(S):**

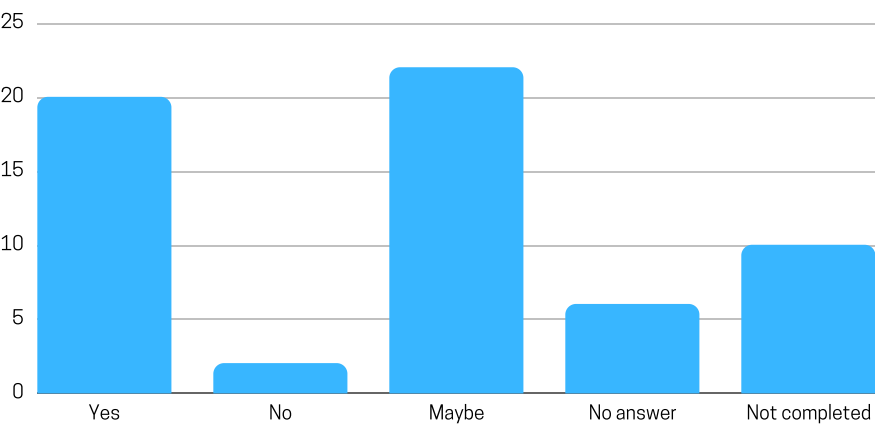
- June 2020 Brown Drive Community survey results
- Cowichan Trail Steward Society (CTSS) Brown Drive Family Friendly Bike Trail Proposal

# BROWN DRIVE PARK SURVEY

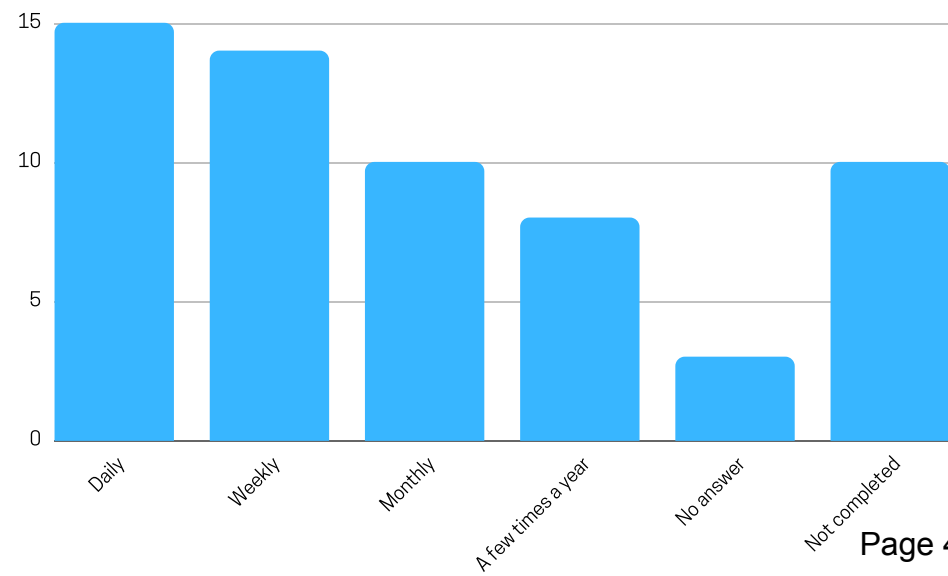
What is your primary recreational activity when using the trails in the forested area behind Brown Drive Park?



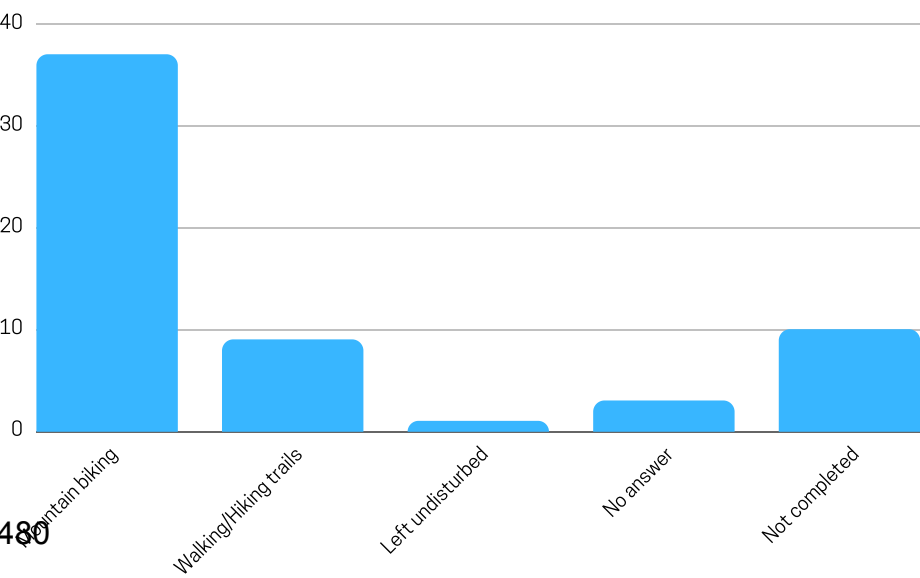
Would you and/or your family participate in a community work party to improve trails in this area?



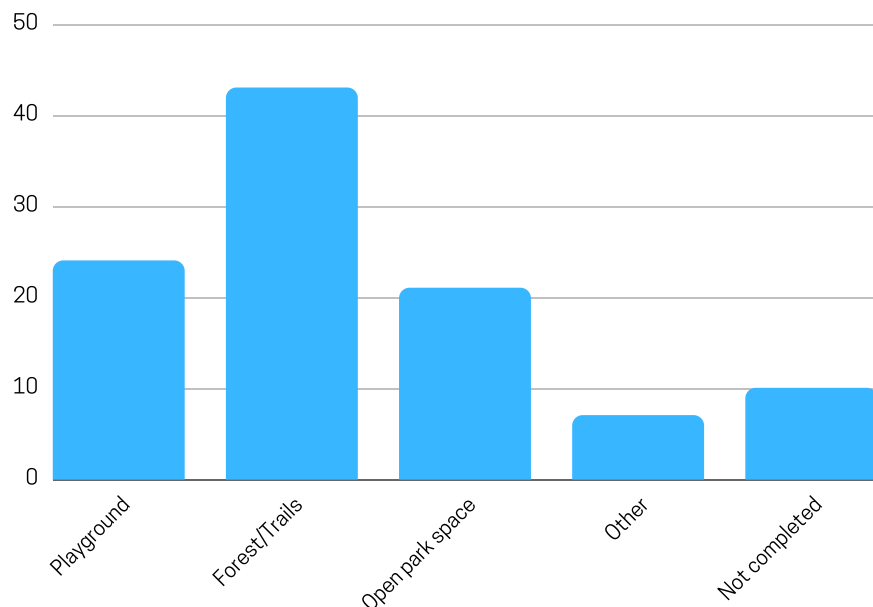
How often do you visit Brown Drive Park?



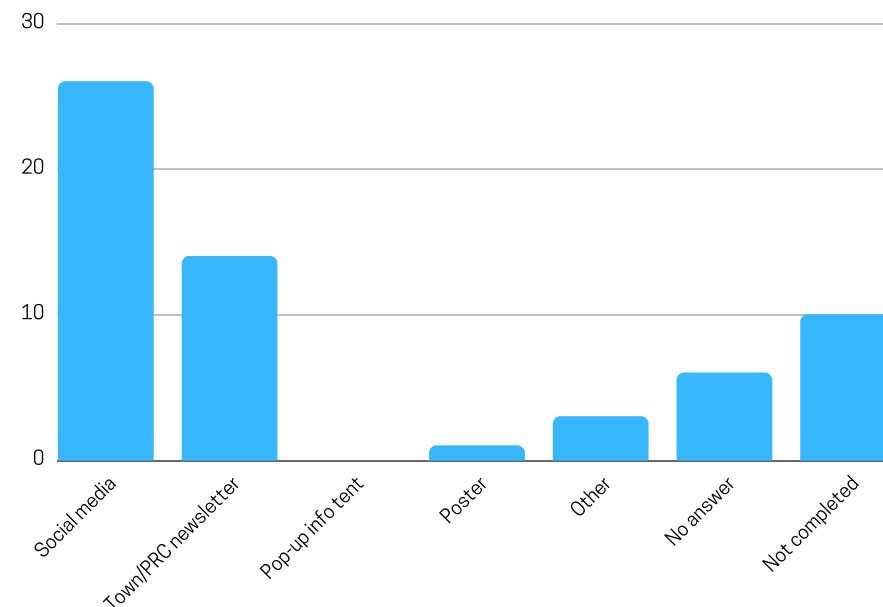
What future activities and uses would you like to see the Town prioritize in this area?



## Which area(s) of Brown Drive Park do you spend time in during a regular visit?



## Would you and/or your family participate in a community work party to improve trails in this area?



### Responses to 'Other':

- Outside the fence as dogs are not allowed
- I run through the trails behind the park
- Creek
- A lacrosse box would be great in field
- Picnic table
- We like to play in the creek
- Kids love the stream!!



## Brown Drive Park - Recreation and Future Uses

**What activities and uses would you like to see the Town prioritize in the forest behind Brown Drive Park?**

I like the idea of a mountain biking skills park. The kids and teens in Ladysmith seem to like jumps so it would be great if it incorporated some jumps. The Nanaimo pump track has a jumps area that takes up a relatively small footprint of land but has quite a variety of jumps, this would be a great model for Ladysmith.

Biking trails and jumps! Kid and family Fun.

I firmly believe the area can be multi-use (biking, hiking, running) and provide a platform for future recreational development in the Ladysmith region. The area that had been used as a kids bike course can be fixed up (as "bike trails") in a manner that can be sustainable, safe, fun and help kids build a foundation of lifelong mountain biking skills. There is ample room in the park to continue to safely have the walking trails as well.

Biking trails are the same as hiking/walking/trail running/dog walking trails. Survey is a great idea but hopefully the wording won't polarize these different groups. Yes what is planned is primarily for kids on mtbs to have fun and build on their confidence and skills, but it is only the start of a much bigger plan to expand the multi-use trail network around Ladysmith that everyone can use regardless of your preferred form of recreation. Let's show that we can work together on this small development, which will lead to bigger projects.

It was great the way it was. Those kids worked incredibly hard every day to build that mountain bike course.

Would love to see a mt bike track

I would love to see the space better utilized, and more for pre-teen/teens to do. The Forrest area is perfect for a bike track, lots of kids spend hours in there and out of trouble.

Mountain bike skills part and trails

Mountain biking skills park or pump track



## **BROWN DRIVE PARK – BIKE SKILLS TRAIL AREA PROPOSAL**

### **INTRODUCTION**

In 2018 the idea of the Cowichan Trail Stewardship Society (CTSS) Ladysmith Chapter was founded by a group of local and dedicated trail enthusiasts. The CTSS has a strong reputation in the province as a leader in trail stewardship as evident by their work in the Cowichan Valley, specifically Maple Mountain and Mt. Tzouhalem.

The primary vision of the CTSS Ladysmith Chapter is to continue to build on the CTSS's reputation by working with the Town of Ladysmith, Stz'uminus First Nations and regional land owners to create and maintain a legacy of sustainable trails for Ladysmith and the surrounding region.

CTSS Ladysmith has an active local membership group that has completed work on Stocking Lake and Heart Lake trails in preparation for the Vancouver Island Race Series (previously "The Gutbuster"). The group also organizes the local Cyclocross Race in October, called "Crosstoberfest" that continues to be a huge success. Collectively, these two events have brought close to 2,000 participants to Ladysmith, and in addition to the hundreds of family members and spectators. Monies raised from the entry fees of the Cyclocross races has directly gone back into the community in the way donations to the LRCA, for example, and to offset the additional costs of hosting trail building workshops. We have organized trail building workshops in the past to educate our membership on sustainable trail development. Our next series of trail building courses will be in October 2020. One of these courses is exclusively for youth. This course of 20 youth participants filled up in less than a day and has a growing waitlist. Thanks goes to the Town of Ladysmith for their support as we build our reputation as dedicated trail stewards.

In addition to the experience of the members of CTSS regarding trail planning, design and building, the group is also very fortunate to have Ace Hayden, Professional Free Rider for YT Industries as a local resident in Ladysmith. Ace has shown an enthusiastic interest in assisting with this project, and has over 15 years of trail building experience and has worked on many similar projects in Kamloops, BC.



The CTSS Ladysmith Chapter stands for the following principles:

**Sustainability** – Creating networks of low-impact recreational infrastructure to support the Town’s sustainable recreational tourism goals.

**Community** – Build knowledge and capacity in all that we do to help bridge the community with the natural resources of the region.

**Pride** – Taking great pride in creating extraordinary outdoor experiences that enhance people’s lives without causing undue harm to the natural environment.

**Principled** – Respect the trail, wildlife, culture and environment and abide by the highest rules of responsible conduct. We aim for trails that limit environmental impact, reduce the use of unauthorized trails and minimize user conflict.

**Excellence** – Creating a fantastic outdoor experience by providing natural trails that are safe, environmentally friendly and respectful of all users.

When developing work plans for trails the CTSS Ladysmith Chapter adheres to the following best practices: IMBA Guidelines and the best management practices of the respective land manager. The CTSS Ladysmith Chapter applies these principles to our unique topography and climate with the focus on long term sustainability.

### **BROWN DRIVE PARK**

The section of Brown Drive Park that we are proposing a Bike Skills Trail Area provides a number of advantages:

1. The natural soil in the proposed area is very suitable for mountain bike and BMX riding.
2. The downhill grade of the proposed Bike Skills Trail Area is suitable for the type of biking we are proposing - a skills park area.
3. Brown Drive Park provides an excellent access point for possible future trail development from the Town of Ladysmith.
4. The Park has room for future expansion, namely the area of grassland that is underutilized due to its downhill grade.
5. The section of land for the Bike Skills Trail Area would not interfere with the current hiking and walking trails that connect the playground region to the trails behind Town land.
6. The section of land for the Bike Skills Trail Area is easily accessible for users and maintenance staff.
7. The proposed Bike Skills Trail Area will compliment the future work planned for Lot 108 re: Bike Skills Park and Trailhead as identified in the Town of



Ladysmith Lot 108 Park Plan Update as the design features at Brown Drive Park will be different from those at Lot 108.

We have attached the design of our proposed plan for the adoption of a Bike Skills Trail Area within Brown Drive Park. We believe this plan will provide a fantastic outdoor experience by providing natural trails that are safe, environmentally friendly and respectful of all users. Our proposal for the Bike Skills Trail Area is aimed at all levels of mountain bike riders, ranging from small children who are just starting to engage in biking, to seasoned riders who are looking to refine their skills. We are able to obtain this by keeping the design simple and providing a variety of safe options for the rider.

### KEY PROPOSAL PHASES

PHASE	SUMMARY
ONE	<ul style="list-style-type: none"><li>- Skills Park, Skills Trail, Flow Trail, Pump Track</li><li>- Initial signage</li><li>- Maintenance Agreement between the Town of Ladysmith and the CTSS Ladysmith Chapter</li></ul>
TWO	<ul style="list-style-type: none"><li>- Access Points, Parking Considerations, Signage and Trail Expansion</li></ul>
THREE	<ul style="list-style-type: none"><li>- Bathroom facility, parking expansion for an access point to Ladysmith Trail Network</li></ul>

### SPECIFICS

**PHASE ONE:** Skills Park, Skills Trail, Flow Trail, Climbing Trail, Pump Track, Signage and Maintenance Agreement between the Town of Ladysmith and the CTSS Ladysmith Chapter (Anticipated completion: Fall of 2020)

1. Skills Section – At the back of the park, in the tree line, when observing from the road. A place to practice riding over bridges and obstacles. These are built low to the ground with options for early exits for safety but challenging enough for interest. #3 on Figure 1. See appendix photos for visual examples of what these bridges and obstacles may look like.

We suggest the following:

- a. High Height and 2 ft Wide Bridge @ 12 ft long with Drop finish.
- b. Medium Height and 1 ft Wide Bridge @ 12 ft long with Drop finish





- c. Low Narrow Bridge @ 12 feet long.
- d. Low Wide Winding Bridge @ 12+ feet long.
- e. Materials Needed\*:
  - i. 2 x 4 x 12 ft Cedar x 1 (for Low Narrow bridge)
  - ii. 2 x 6 x 12 ft Cedar x 2 (1 each for Low Winding and Medium bridges)
  - iii. 4 x 4 x 8 ft Cedar Posts x 10 (4 each for High and Medium and 1 each for Low bridges)
  - iv. 2 x 6 (or 8) x 12 ft Cedar x 8 (Beams = 4 each for High and Medium)
  - v. 2 x 4 x 12 ft Cedar x 12 (For tops, ramps and drops of the high and medium, totalling 8 for High and 4 for Medium)
  - vi. Concrete Deck Piers x 18 (6 for High, 4 each for Medium and Low Bridges)
  - vii. Beam Hangers x 16 (for top of 4 x 4's)
  - viii. Blue Water Bins x 3 with appropriate hose set up
  - ix. Deck Screws x 500 at 2½" long and 250 @ 1½" long

\*Please note that these supplies may change slightly after consultation with our societies trail building expert.

- 2. Climbing Trail – We propose that a single track trail goes from one of the entrance points mid way through the park and around to the climbing trail that will gradually increase in elevation to the start of the downhill trails section. #2 on Figure 1.
  - a. No materials needed.
- 3. Start (#4 on Figure 1) – The start area is flat. In order to gain speed and make the course enjoyable it is suggested that a heightened rolling start be built. #4 on Figure 1.
  - a. Materials Needed: 6 yards of soil.
- 4. Flow Trail – From the start the rider has the option to veer to the right and access the Flow Trail. This trail is built for riders to practice cornering at various speeds. #5 on Figure 1.
  - a. No materials needed.
- 5. Skills Trail – The direct trail from the start is the Skills Trail. This trail will feature small, medium and large tabletop jumps with rollers and berms



between jumps. The medium and large tabletop jumps will have easier options in the way of ride arounds and smaller side jumps. *#6 on Figure 1.*

- a. Materials Needed: 8 yards of soil.
6. Pump Track / Exit – At the lowest portion of the Bike Skills Trail area we are proposing to have both the Flow and Skills trails to have berms directing riders towards the climbing trail to head to the start again. The space between these exits can be used as a small natural pump track. *#7 on Figure 1.*
    - a. No materials needed.
  7. Signage – For safety reasons we believe it is essential to have signage at the following locations:
    - a. Start of the Flow and Skills Trail
    - b. Finish of the Flow and Skills Trail
    - c. The level of difficulty should be well marked at each feature of the Skills Trail and in the Skills Section Park.
    - d. Materials needed: Sign posts, graphics template
  8. Maintenance Agreement – Formed with the Town of Ladysmith and CTSS Ladysmith Chapter summarizing who is responsible for the maintenance of the area and how this information is recorded. This can be summarized in a Memorandum of Understanding document.
  9. Agreement on Investment for Upkeep – The investment in trail maintenance is generally inexpensive but there will be situations when additional materials will be needed to maintain the safety and functionality of the site. We would like to work with the Town of Ladysmith and develop an agreement on the process for repairs and replacement of items.



**PHASE TWO:** Access Points, Parking Considerations, Signage and Trail Expansion

1. Access – There are several points regarding access. Access to parking for the park, access across the grass to the starting area and access via the lower area (quickest entry point) which at present crosses a creek. The current access to the park is not meant for bikes at the lower section near the playground and there is a locked gate which could serve as a larger entrance.  
*#1 on Figure 1.*
  - a. Materials Needed: gravel, landscaping fabric for ~200 m of path, or a bridge, gate from Colonia/Brown drive to be unlocked.
2. Signage – As the skills park grows in popularity and usage it will be essential to maintain good signage for safety reasons. The trails need signage to indicate the level of difficulty and direct riders in appropriate directions to avoid rider conflict.
  - a. Materials needed: Sign posts, graphics template
3. Trail/Skills expansion: To add another trail with different features as space permits and expand the skills section area to appeal to a greater level of abilities. To ensure a proper trail for hikers/dog walkers.
  - a. Materials needed: Similar to Phase One for a single trail and approved skills section obstacles.

**PHASE THREE:** Bathroom facility, parking expansion for an access point to Ladysmith Trail Network

1. Phase Three represents the needs we will expect from the growth in usage of the park. Bathrooms and parking will need to be considered. Brown Drive Park is a great location for a trailhead and the start of the Ladysmith Trail Network that was alluded to in the most recent Economic Development Strategy. By placing this more expensive and permanent option in Phase 3 it gives the Town of Ladysmith time to plan and budget for this expense and/or work collaboratively with the CTSS Ladysmith Chapter to seek out grants to plan and complete this phase.



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### PHASE ONE IMPLEMENTATION PLAN

AMENITY	TIMELINE	COST	NOTES
Skills Park, Skills Trail, Flow Trail, Pump Track	September 2020 start November 2020 finish	Approximately \$2,500 to complete	This is a maximum cost and is contingent on additional community partners for materials and supplies. Approximately 100+ volunteer hours needed to complete.
Initial Signage	November 2020	Approximately \$1,000	Recommended for safety and education.
Maintenance Agreement between the Town of Ladysmith and the CTSS Ladysmith Chapter	November 2020		A maintenance agreement will be carried out according to established best practices and standards.
Agreement on Investment for Upkeep	November 2020		Considerations include an agreement for the process for repairs and replacement of items.

### FINAL THOUGHTS

Unfortunately, some difficult lessons had to be learned to get us to this junction. Many community members including Youth have learned an invaluable lesson and are already looking to better the situation by signing up for our future Trail Building Workshop on October 2<sup>nd</sup>. This workshop is sponsored in part by a Grant in Aid from the Town of Ladysmith. This has created a positive catalyst for change.

The CTSS Ladysmith Chapter initiated the engagement of the Youth in the development of this proposal. We invited those involved to walk the grounds with us and give feedback on what they would like to see in a biking skill and trail area. They were thoughtful and vocal and all agreed to volunteer their time to complete this project if approved.



# COWICHAN

TRAIL STEWARDSHIP SOCIETY  
**LADYSMITH CHAPTER**

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In the end we are confident that this situation can be turned into a positive one for the Town, its active trail community and above all, the youth that are providing us guidance on what they are searching for in this Town.

We look forward to working with you to produce a Bike Skills Trail Area within Brown Drive Park that is made with the highest standards, while simultaneously being fun, challenging and able to be enjoyed by the community for years to come. We also firmly believe that the forested area of Brown Drive Park can be the future hub for the start of an amazing trail system for the Town of Ladysmith.

Thank you for considering our proposal. If you have any questions or concerns please contact us at [ladysmith@cowichantrails.ca](mailto:ladysmith@cowichantrails.ca)

PRESIDENT: Tara Pollock

VICE PRESIDENT: Rich Huggins

SECRETARY: Mike Gregory

TRAIL DIRECTOR: Mike Pollock

DIRECTORS: Sue Glenn, Rhiannon Evans









STAFF REPORT TO COUNCIL

**Report Prepared By:** Sue Glenn, Supervisor, Community Programs & Services  
 Shannon Wilson, Recreation & Culture Coordinator

**Meeting Date:** July 21, 2020

**File No:**

**RE:** **PUBLIC ART TASK GROUP TERMS OF REFERENCE**

RECOMMENDATION:

That Council:

1. Approve the Public Art Task Group Terms of Reference; and
2. Appoint one Council representative and their alternate to the Public Art Task Group.

EXECUTIVE SUMMARY:

The Ladysmith Public Art Strategy was developed through extensive public consultation. The first priority outlined within the strategy was the development of a Public Art Policy.

The Public Art Policy directs the integration of artwork into public spaces and capital projects in the Town, through a well-administered, transparent process and appropriately funded public arts program. A component of this Policy includes the creation of a task group and terms of reference. The proposed Terms of Reference for the Public Art Task Group are attached for Council approval, and call for one member of Council to be appointed.

PREVIOUS COUNCIL DIRECTION

CS 2020-027	That Council approve the Public Art Policy as presented and recommended by the Parks, Recreation and Culture Advisory Committee.
CS 2019-359	That Council: <ol style="list-style-type: none"> <li>1. Direct Staff to review recommended components of the Public Art Policy with the Parks, Recreation and Culture Advisory Committee; with the intent to seek any comments or recommendations on the proposed policy;</li> <li>2. Refer Public Art Policy item to Municipal Services Meeting in December for Staff to present and review recommended components of a Public Art Policy.</li> </ol>
CS 2019-094	<ol style="list-style-type: none"> <li>1. That Council receive the Public Art Strategy and recommendations from the Parks, Recreation and Culture Advisory Committee and Town Staff.</li> <li>2. That the recommendations from the Public Art Strategy be included in the 2019 Council Strategic Planning Discussions and referred back to staff to develop the work plan.</li> </ol>



**INTRODUCTION/BACKGROUND:**

Public art reflects the identity of our Town, gives voice to community and builds relationships between diverse groups. Public art gives meaning to place by interpreting the natural, social, cultural and built environment.

The Ladysmith Public Art Strategy was developed through extensive public consultation. The first priority outlined within the strategy was the development of a Public Art Policy. The Policy directs the integration of artwork into public spaces and capital projects in the Town, through well-administered, transparent process and appropriately funded public art program.

A recommended item within the Ladysmith Public Art Strategy and identified as part of the Public Art Policy, was the requirement for a Public Art Task Group with Terms of Reference. The purpose of the Public Art Task Group is to assist the Town with providing advice and recommendations to Council through the Parks, Recreation & Culture Advisory Committee, on specific public art projects, including selection processes, acceptance of grants, gifts, donations, bequests and deaccession.

The Public Art Task Group has two functions:

1. To advise the Town on public art issues and trends relevant to public art initiative in Town; and
2. To advise on specific issues, such as donations, deaccession, and commissions of work.

The Task Group may be comprised of the following:

- Parks, Recreation and Culture Advisory Committee (2)
- Arts Council of Ladysmith & District (2)
- Town Council representative (and alternate) (1)
- Parks, Recreation & Culture Staff representative (1)
- Planning Department representative (1)
- A member of Stz'uminus, or elder (1)
- A Community representative (1) - including youth member
- Organizational representative (1) - where required, such as Developer

The citizen members of the task group will represent a broad range of skills and/or experience related to the task group's mandate; including but not limited to art, culture, planning, community development, finance.

The next steps will include presenting the names of citizen representatives as outlined in the Public Art Policy and Public Art Task Group Terms of Reference to Council for approval at a future meeting.

**ALTERNATIVES:**

Council can choose to:

1. Not approve the Public Art Task Group Terms of Reference.
2. Direct staff to make changes to the Public Art Task Group Terms of Reference.

**FINANCIAL IMPLICATIONS:**

The Town's Financial Plan includes funding for public art.

**LEGAL IMPLICATIONS:**

Section 142 of the *Community Charter* requires that at least one member of a select committee must be a council member.

**CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

N/A

**INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

N/A

**ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

- |   |  |
|---|--|
| <input type="checkbox"/> Complete Community Land Use  | <input type="checkbox"/> Low Impact Transportation         |
| <input type="checkbox"/> Green Buildings              | <input type="checkbox"/> Multi-Use Landscapes              |
| <input type="checkbox"/> Innovative Infrastructure    | <input type="checkbox"/> Local Food Systems                |
| <input checked="" type="checkbox"/> Healthy Community | <input checked="" type="checkbox"/> Local, Diverse Economy |
| <input type="checkbox"/> Not Applicable               |  |

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Infrastructure | <input checked="" type="checkbox"/> Economy |
| <input checked="" type="checkbox"/> Community      | <input type="checkbox"/> Not Applicable     |
| <input type="checkbox"/> Waterfront                |   |

***I approve the report and recommendation(s).***

**Erin Anderson, Acting Chief Administrative Officer**

**ATTACHMENT(S):**

- Public Art Task Group draft Terms of Reference
- Public Art Policy

TOPIC:	<b>PUBLIC ART POLICY</b>
POLICY No:	<b>15-7710-B</b>
APPROVED BY:	<b>Council Resolution CS2020-027</b>
AMENDED BY:	
DATE:	<b>January 21, 2020</b>

### 1. CONTEXT

In February 2019, the Ladysmith Public Arts Strategy was completed. Public art is a highly visible, accessible, and engaging way of telling stories on a community-wide scale. Through mixed media artistic platforms, public art can make us stop, re-examine, and spark conversation about the ideas that art brings to our lives and communities.

### 2. PURPOSE

This policy will direct the integration of artwork into public spaces and capital projects in the Town of Ladysmith, through a well-administered, transparent process and appropriately funded public arts program.

Public art reflects the identity of our Town, gives voice to community and builds relationships between diverse groups. Public art gives meaning to place by interpreting the natural, social, cultural and built environment.

The purpose of this policy is to:

- Increase the liveability and artistic richness of the municipality by making art a permanent part of our environment and a legacy for future generations.
- Provide opportunities for the public to engage with and increase their awareness, appreciation, knowledge and education of public art.
- Develop a sense of place, community pride and identity through the creation of new works.
- Integrate art and artists into a variety of public settings.
- Create art that inspires people and is an expression of the time.
- Enhance the attractiveness of the Town and promote cultural tourism.
- Provide opportunities for artists at all levels and career stages.
- Serve as an act of public trust and stewardship for public art.
- Establish a sustainable funding mechanism to support the Town's commitment to public art.

### 3. GUIDING PRINCIPLES

The Public Arts Policy ensures that public art is:

- To celebrate and commemorate local stories of place;

contributing to the Town's character and is demonstrating the significance of art in community life.

- To create or select works with genuine intentions to ensure transparency through an informed, open and fair public art competition process.
- To showcase a variety of art forms and creative methods including temporary & performance arts; reflective of a wide range of professional artistic expression and practice, demonstrating excellence, quality and innovation.
- A catalyst for creativity by providing opportunities for community engagement, development and partnerships.
- To represent local community-based projects; and considers regional, national or international submissions when appropriate.
- To support and enhance the visual heritage and stories of Stz'uminus First Nation.
- To enhance the public realm; ensuring the public shall have free and unobstructed access.
- To spark conversation and gathering in public places.
- Integrated into the planning, design and execution of applicable civic development.
- To promote belonging, social cohesion, & inclusivity.

#### 4. **ROLES**

Council will:

- Approve the Public Arts Policy and any changes to the Public Arts Policy, as needed.
- Approve expenditures through the budget process.
- Approve public art expenditures for capital projects through the budget process.
- Approve the annual public art maintenance budget through the budget process.
- Approve members of the Public Arts Task Group (PATG).
- Appoint a member of Council to the Public Arts Task Group as a 'Council Liaison'.
- Approve PATG Terms of Reference.

PRCAC will:

- Receive and review projects from PATG and make recommendations to Council for approval.

Staff will:

- Recommend project budgets through the Town's annual budget process.
- Develop scope and terms of reference for each new proposed public art project.
- Prepare the Call to Artists and submit to the Public Arts Task Group for review.

- Coordinate the acquisition or de-accession of artistic works in accordance with this policy.
- Coordinate the review and selection process for a given project.
- Administer project budgets.
- Establish and maintain a public art inventory.
- Coordinate conservation of the Town's public art as required.
- Coordinate the animation of the Town's public art as required.
- Liaise with artists, arts professionals and arts organizations as required.
- Coordinate regular Public Arts Task Group meetings, circulating information, providing guidance and arranging for the recording of minutes.
- Complete other duties that may be required to manage the program.

## **5. PUBLIC ARTS TASK GROUP**

PATG will advise the Town on the implementation of specific Public Arts projects, including selection processes, acceptance of grants, gifts, donations, and bequests.

A Terms of Reference for PATG, approved by Council, outlines their roles and responsibilities in relation to the implementation of the Policy.

The Public Arts Task Group has two functions:

- To advise the Town on public art issues and trends relevant to public art initiatives in the town.
- To advise on specific issues, such as donations and commissions of work.

Composition of the Public Arts Task Group may include, but is not limited to:

- Parks, Recreation and Culture Advisory Committee (2)
- Arts Council of Ladysmith and District (2)
- Town Council representative (1)
- Parks, Recreation and Culture Staff representative (1)
- Planning Department representative (1)
- A member of Stz'uminus, or elder (1)
- A community representative (1)
- Organizational representative (1)

## **6. FUNDING**

The Town of Ladysmith, through the annual budget process, will allocate funds toward the creation and maintenance for art in public places. As part of the annual budgeting process and approval of the annual financial plan, PRC Staff submits an annual budget for the Department.

Additional funding sources may include:

- Gift and Donations; cash and artworks.
- Bequeathment Program; cash and artworks.
- Endowment Program.
- Grants.

Future consideration may include:

- Public Arts Reserve Fund – phased in approach. The Public Arts Reserve Fund provides a funding source for the planning, design, fabrication, acquisition, installation and maintenance of art in public places. Project funds may be pooled to establish community, neighbourhood and/or Town Centre public arts initiatives, or to enhance selected project budgets.
- Civic Capital Projects - % of total project costs allocated to funding art in public places for a capital project – phased in approach. Applicable projects include new building construction, major additions to existing buildings, park development projects and new engineering structures.

## **7. PUBLIC ART SITING**

Applicable projects may include new municipal building construction, major additions to existing buildings, park development projects and new engineering structures and should consider the following criteria:

- Visibility for pedestrians and/or motorists.
- Proximity to high pedestrian activity areas, places of public gathering, public open spaces and recognized pedestrian routes.
- Opportunities to expand on existing or future public artworks as part of an existing or proposed multi-artwork concept.
- Places of special heritage or community significance.

## **8. CONFLICT OF INTEREST**

Staff of the Town of Ladysmith, all members of the Public Arts Task Group shall declare a conflict of interest and remove themselves from a selection process where a project comes before the Committee in which he or she is involved either directly or indirectly.

## **9. ACQUISITION**

### **Public Art**

The Town may purchase, commission or receive donations/bequeathment of public art. Each acquisition will follow the procedures outlined within this policy and related guidelines. Each acquisition will be accompanied by a maintenance and de-accession plan that is supplied by the artist or donor. The Town of Ladysmith retains the ownership of all artwork purchased or donated through the Public Arts Policy.

### **Donations**

The Town of Ladysmith may consider the offer of artwork donation for placement in a public space. Given the scope of a proposed donation, staff may decide to invite the PATG to join the review process to ensure that all subject matter areas are addressed when reviewing the proposal. All donations must be unencumbered. The Town may decline to accept any gift, bequest or donation of art.

Consideration of a proposal to gift an artwork shall be made on the understanding that:

No civic funds shall be required for production or installation of the artwork, including all engineering and design costs, construction, site preparation and installation as well as the production of interpretive information and signage.

If the fair market value is estimated to be more than \$1,000, an appraisal of the artwork must be conducted by an independent, qualified arts professional and submitted to the Town. The name and address of the appraiser must be included on the official donation letter. The Town must be satisfied that the appraised amount is an accurate determination of the fair market value of the artwork.

All sections of this policy apply to considerations of art proposed as gifts to the Town.

#### **Public Art On Loan**

The Town may secure public art on loan for display on a temporary basis.

#### **Copyright of Artwork**

The Town of Ladysmith will uphold the Government of Canada's copyright guidelines as outlined by the Canadian Intellectual Property Office.

### **10. PROCESS**

The process for selecting a project and/or an artist for an art in public places project is informed by expertise and community input, including advice from the Public Arts Task Group.

Subject to the nature of the project, the Town shall establish one of the following:

- Open competition, wherein a public call to artists is made within a stipulated geographical area (e.g., local, regional, provincial, national, international).
- Invitational competition, wherein specific artists, chosen on the basis of consultation with the Public Arts Task Group, are invited to enter a competition.
- Commissioning, wherein a specific artist is commissioned to do the artwork.
- Design team appointment, wherein, as part of an infrastructure project, the project team invites an artist(s) to participate in a design collaboration process as a design team member.

### **11. DE-ACCESSION**

The Town of Ladysmith may de-access public art when necessary. All reasonable efforts will first be made to resolve problems or re-site the public art, in consultation with the artist and/or donor, where appropriate. If a work is scheduled to be de-accessioned, the Town will make every effort to inform the artist or artist's family. In all cases, the rights of the artist must be upheld in accordance with the Canadian Copyright Act.

The de-accessioned artwork may be moved, sold, returned to the artist or destroyed, with any monies received through a sale allocated to the Public Arts

Reserve Fund.

## **12. COLLECTION MANAGEMENT**

The Town of Ladysmith, through the department of Parks, Recreation & Culture, shall maintain the integrity and security of works of art through:

- Professional standards for art documentation
- Instructions on maintenance and de-accessioning from the artist as a part of the acquisition process.
- Instituting management systems for cleaning, maintenance, repair, and de-accessioning.
- Maintaining a database of artworks

## **13. PRIVATE DEVELOPMENTS and OTHER ORGANIZATIONS**

Although outside the definition of public art, Staff recognizes that the private sector plays a significant role in the provision of art on private lands throughout Ladysmith.

The Town encourages developers to provide artwork located on private property. Town Staff is available to liaise with and provide resources to private developers who are interested in exploring a public art project.

Private artworks may be incorporated into architecture and landscape designs of private infrastructure, or the layout of private open spaces, including private connections to adjacent public features such as parks and open spaces. Considerations for integration of art into projects on private-held land that are subject to Development Permit Area and Heritage Conservation Area requirements, should also be discussed with Town Staff to ensure proposals are sited and integrated in an appropriate manner.

## **REVIEW OF POLICY**

The Public Arts Policy, and related implementation procedures, guidelines, and financial contribution levels, will be reviewed by the inter-departmental staff team in consultation with the Public Arts Task Group to ensure ongoing viability and relevancy.



**PUBLIC ART TASK GROUP****Purpose**

The Public Art Task Group is a Select Committee of Council pursuant to section 142 of the *Community Charter*.

The purpose of the Public Art Task Group is to assist the Town with:

- Providing advice and recommendations to Council on specific Public Art projects, including selection processes, acceptance of grants, gifts, donations, bequests and deaccession.

**Functions**

The Public Art Task Group has two functions:

- (a) To advise the Town on public art issues and trends relevant to public art initiative in Town.
- (b) To advise on specific issues, such as donations, deaccession, and commissions of work.

**Authority**

The Task Group will review matters as outlined within the purpose of the Public Art Task Group, and make recommendations to Council through the Parks, Recreation & Culture Advisory Committee.

**Membership and Terms**

The Task Group may be comprised of the following:

- Parks, Recreation and Culture Advisory Committee (2)
- Arts Council of Ladysmith & District (2)
- Town Council representative (and alternate) (1)
- Parks, Recreation & Culture Staff representative (1)
- Planning Department representative (1)
- A member of Stz'uminus, or elder (1)
- A Community representative (1) - including youth member
- Organizational representative (1) - where required, such as Developer

Members are appointed for 2 year terms. The Council appointment is made annually by the Mayor.

Citizen representatives may serve up to a maximum of three consecutive terms unless authorized by Council to serve additional consecutive terms.

Members of the task group will represent the diversity of the community.

The citizen members of the task group will represent a broad range of skills and/or experience related to the task group's mandate; including but not limited to art, culture, planning, community development, finance.

Appointments are served at the pleasure of Council.

**Staff Support**

The Task Group will be supported by one Parks, Recreation & Culture Department staff liaison (This is an *ex-officio* or non-voting role.)

**Reporting**

Task Group minutes will be circulated to Council when the Task Group meets.

**Meeting Management****(a) Chairperson**

- The Chairperson will be selected annually by the members.
- The first Chairperson will be selected at the first meeting of the Task Group, and annually thereafter at the first meeting following July 1st.
- If the Chairperson is unable to attend a meeting, the members present will select an acting Chairperson for that meeting.
- An ex-officio member may not serve as Chairperson of the Task Group.

**(b) Meeting Times and Location**

- The Task Group will meet as called upon for special projects or if there are referrals to consider.
- Meetings will take place at the FJCC.
- The Procedure Bylaw of the Town applies to meetings of this Task Group.

**(c) Agendas and Minutes**

- Staff in the Parks, Recreation and Culture Department, in consultation with the Chairperson, will prepare the meeting agenda and distribute it to the members of the Task Group one week prior to the meeting date.
- Recording of the meeting will be assigned to the staff person in attendance. Draft minutes will be reviewed by the Chairperson for accuracy only.
- Draft minutes will be distributed with the agenda package for the next meeting.

**Code of Conduct**

- The members are expected to be respectful and work cooperatively to achieve the common goals of the Public Art Task Group.
- The Task Group is drawn from a spectrum of art and culture interests. The expectation is that each member will conduct him/herself in the best interest of the community and the Task Group.
- Conflict of interest – A Task Group member who is sitting on a selection panel for specific art projects must ensure there is no potential conflict of interest (i.e: there is no personal gain or personal relationship with artists selected for commissions or shortlisted for artist calls).
- Members that serve on the Task Group that are artists are not allowed to enter any Town public art competitions during their tenure on the task group.

**Alignment with Council Strategic Priorities**

- ☒ Infrastructure
- ☒ Community
- ☐ Waterfront
- ☒ Economy
- ☐ Not Applicable

STAFF REPORT TO COUNCIL

**Report Prepared By:** Erin Anderson, Director of Financial Services

**Meeting Date:** July 21, 2020

**File No:**

**RE: LADYSMITH DOWNTOWN BUSINESS ASSOCIATION AND CHAMBER OF COMMERCE GRANT IN AID APPLICATION RECEIVED JULY 16, 2020**

**RECOMMENDATION:**

That Council determine if it wishes to provide a \$6,000 Grant in Aid to the Ladysmith Downtown Business Association and the Ladysmith Chamber of Commerce to host a “Hot August Nights” economic stimulus event.

**EXECUTIVE SUMMARY:**

A late Grant in Aid (GIA) application was received from the Ladysmith Downtown Business Association (LDBA) and the Chamber of Commerce (Chamber) requesting \$6,000 to host an economic stimulus event Thursday nights in August for the downtown businesses.

**PREVIOUS COUNCIL DIRECTION**

CS 2020- 154	05/19/2020	That Council direct staff to: 1. Liaise with the Ladysmith Chamber of Commerce and the Ladysmith Downtown Business Association to review options for the Town to support economic recovery following the COVID-19 pandemic, including the following: a) Parklets and sidewalk patios; b) Street closure opportunities from Thursdays through Sundays, including the potential for street entertainment and music; c) One-way traffic northbound on First Avenue; d) A “local shopping loyalty passport” with incentives to participate; and 2. Report back to Council with the results of those discussions.
CS 2020- 188	06/16/2020	That Council direct staff to submit an application for funding through the Island Coastal Economic Trust Small Capital Restart Program for up to \$15,000 for improvements in the downtown core to support local economic recovery efforts.
CS 2020- 190	06/16/2020	That Council authorize staff to spend up to \$15,000 with the funds to come from unspent Grants-in-Aid for: 1. The purchase and installation of outdoor tables to be placed in various locations along 1 <sup>st</sup> Avenue; and 2. The rental of a portable washroom and handwashing station to be placed in a central location on 1 <sup>st</sup> Avenue for the months July to September, 2020.

CS 2020- 191	06/16/2020	That Council allow for a three-year pilot project for parklets and patio spaces in the downtown area, with businesses utilizing parking spaces directly in front of their business.
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### **INTRODUCTION/BACKGROUND:**

An application was received July 16, 2020 from the LDBA and the Chamber requesting funds to support an economic stimulus event titled “Hot August Nights”. This event would enhance the shopping experience in the downtown into the evenings on Thursday nights.

Council may recall that staff worked with the Chamber and the LDBA to create a survey aimed at the local businesses to gauge their feedback for some pending projects. These survey results included supporting (60% of respondents) the idea of extending hours into the evening. The LDBA/Chamber proposed program encourages the businesses to remain open and proposes ideas to encourage locals and tourists to safely enjoy the downtown.

### **ALTERNATIVES:**

Council can choose to:

- 1) Deny the request.
- 2) Provide funding for a different amount.

### **FINANCIAL IMPLICATIONS:**

The Grant in Aid budget was set at \$64,129. To date, \$36,950 has been paid and a further \$15,000 has been reallocated for the downtown patio tables project. The remaining funds were for waiving of fees (\$2,500) which has not been required, \$3,000 for a grants workshop and approximately \$6,500 budgeted for late applications.

### **LEGAL IMPLICATIONS:**

The LDBA has already received a GIA for \$1,500 for 2020. If Council chooses to support this request, a resolution to waive Grant In Aid Policy 5-1850-A, is required.

### **CITIZEN/PUBLIC RELATIONS IMPLICATIONS:**

As part of this initiative, the LDBA and Chamber will be providing print advertising and social media posts to encourage participation in the event.

### **INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:**

Finance is the lead department for GIA requests.

### **ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:**

- |  |  |
|--|--|
| <input type="checkbox"/> Complete Community Land Use | <input type="checkbox"/> Low Impact Transportation         |
| <input type="checkbox"/> Green Buildings             | <input type="checkbox"/> Multi-Use Landscapes              |
| <input type="checkbox"/> Innovative Infrastructure   | <input type="checkbox"/> Local Food Systems                |
| <input type="checkbox"/> Healthy Community           | <input checked="" type="checkbox"/> Local, Diverse Economy |
| <input type="checkbox"/> Not Applicable              |  |

**ALIGNMENT WITH STRATEGIC PRIORITIES:**

- |   |   |
|---|---|
| <input type="checkbox"/> Infrastructure       | <input checked="" type="checkbox"/> Economy |
| <input checked="" type="checkbox"/> Community | <input type="checkbox"/> Not Applicable     |
| <input type="checkbox"/> Waterfront           |   |

***I approve the report and recommendation(s).***

**Erin Anderson, Acting Chief Administrative Officer**

**ATTACHMENT(S):**

LDBA/Chamber – Grant in Aid application received July 16, 2020.

Town of Ladysmith  
2020 Grant in Aid ApplicationRECEIVED  
JUL 16 2020  
TOWN OF LADYSMITH  
FINANCE DEPT.

05 - 1850 - A

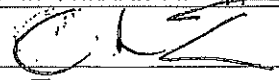
1. Name of Organization	Ladysmith Downtown Business Association/Ladysmith Chamber of Commerce
Civic Address	Ladysmith
Mailing Address	P O Box 2462, Ladysmith, B.C. V0G 1B8
Phone/Email	250-245-2277 cell 250-713-7876
Application Contact	Andrea Rosato Taylor
2. President/Chairperson	Andrea Rosato Taylor, Tammy Leslie
Mailing Address	same as above
Phone/Email	same as above
3. Treasurer	Sonia Isaacson (LDBA)
Mailing Address	PO Box 2462 Ladysmith BC V9G 1B8
Phone/Email	sonia@summeitbkservices.ca
4. Description of Event or Project/ Service	<p>HOT AUGUST NIGHTS - Ladysmith is a economic stimulus event. The businesses in downtown Ladysmith were asked if they were interested in staying open on thursday nights during month August. The results were positive and businesses have agreed to stay open to 8 pm. Offering late evening shopping will provide those shoppers who are unable to shop during the day time an opportunity to enjoy Ladysmith in the evening for dining out, shopping, music, lights and art. Or anyone who just wants to come downtown and enjoy our town.</p> <p>(the Arts Council of Ladysmith has agreed to find artists to set up tents and sell and display art) as well Buskers will be hired to preform throughout the evening.</p> <p>Covid Protocols will be encouraged</p>
5. Amount Requested	\$6000

6. How will the community benefit?	Ladysmith has had all summer events cancelled this year and HOT AUGUST NIGHTS will provide our residence and visitors a casual opportunity to enjoy Ladysmith in the evening during the month of August. By extending business hours we are offering an a scaled down event over the month. This will benefit the community economically and socially. We have been apart but wanting to be together. By adding art and music to the event will be an added attraction and supporting the arts community who also continues to be hit hard by the pandemic. Increased awareness in shopping locally, increased sales for businesses, and a continued development of a sense of community which Ladysmith is know for. A Win Win for all.
7. List full and part-time paid positions (use separate sheet if necessary)	Volunteers
8. Number of individual participants (clients) who will receive your service.	All businesses who will remain open during August and the people who attend 1000 - 1500/eventing
Number of volunteers	5 orgainzers
Volunteer hours/week	20/week for 4 weeks
9. Is your organization a registered society?	Yes
Number:	S0058865
Is your organization a charitable institution?	No
Number:	N/A
10. What other efforts have been made to obtain funding? (include list of grants received or pending)	Both the LDBA and the Chamber have limited funds and those funds are spoken for. We are contributing volunteer hours. This project is a colabration in the true spirit of Ladysmith



11. Please attach the following:	
Budget (total local organization)	<input type="checkbox"/> Attached
Audited Financial Statements or Engagement Review	<input type="checkbox"/> Attached
Current Year Projections	<input type="checkbox"/> Attached
Statement of Assets and Liabilities	<input type="checkbox"/> Attached

The information included in this application is true and correct to the best of my knowledge.

Signature	
Position/Title	President
Date	7/15/2020

APPLICATION DUE: DECEMBER 31, 2019

**OFFICE USE**

Date Application Received	
Amount Approved	
Dec 31 Reporting Received	



LADYSMITH  
DOWNTOWN  
BUSINESS ASSOCIATION



July 16, 2020

Town of Ladysmith

410 Esplanade, PO Box 220  
Ladysmith, British Columbia  
V9G 1A2

Dear Mayor Stone and Council:

Please find an extraordinary Grant in Aid Application for an economic stimulus in Ladysmith. Businesses have been polled and have agreed to remain open for every Thursday in August until 7 pm. In addition to the wonderful lights, and picnic tables, the Ladysmith Downtown Business Association and the Ladysmith Chamber of Commerce would like to support our business community with additional advertising, and buskers during the late evening shopping event. As well the Arts Council of Ladysmith has agreed to supply 4 artists each evening who will have 10 x 10 tents displaying and selling art. All this with social distancing.

Attached is our application and since time is short and there is still much to do we would appreciate your earliest response so that our volunteers can start preparing for August.

Thank you for considering this Grant in Aid Application

Sincerely,

LDBA and Cof C Ladysmith

### Budget for Hot Summer Nights

Signs	20 signs printed both sides	\$ 450.00
Buskers	4 per night 500 x 4	\$ 2,000.00
Advertising	Print - in and outside market	\$ 3,200.00
social media		\$ 100.00
other posters etc		\$ 250.00
		\$ 6,000.00

**LADYSMITH DOWNTOWN BUSINESS ASSOCIATION**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 2019**

(Unaudited – See Notice To Reader)


**NOTICE TO READER**

On the basis of information provided by management, I have compiled the balance sheet of Ladysmith Downtown Business Association as at December 31, 2019 and the statements of income and retained earnings for the year then ended.

I have not performed an audit or a review engagement in respect of these financial statements and, accordingly, I express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

Ladysmith, BC  
March 31 2020



Sonia Isaacson

LADYSMITH DOWNTOWN BUSINESS ASSOCIATION

BALANCE SHEET

AS AT DECEMBER 31, 2019

	2019	2018
<b>ASSETS</b>		
Bank	\$ 9,921.69	\$ 12,748.44
Savings	56.66	54.88
Petty cash	34.00	34.00
Accounts receivable	<u>240.00</u>	<u>850.00</u>
Total Assets	<u>\$ 10,252.35</u>	<u>\$ 13,687.32</u>
<b>LIABILITIES</b>		
Accounts payable	\$ 4,959.13	\$ 4,750.41
Deferred revenue	<u>-</u>	<u>250.00</u>
Current Liabilities	<u>4,959.13</u>	<u>5,000.41</u>
<b>MEMBERS' FUNDS</b>		
Retained funds start of year	8,686.91	8,869.47
Net Excess (deficit) for year	<u>(3,393.69)</u>	<u>(182.56)</u>
Retained funds end of year	<u>5,293.22</u>	<u>8,686.91</u>
Total Liabilities & Members' Funds	<u>\$ 10,252.35</u>	<u>\$ 13,687.32</u>

LADYSMITH DOWNTOWN BUSINESS ASSOCIATION  
STATEMENT OF REVENUE AND EXPENSES  
FOR THE YEAR ENDED DECEMBER 31, 2019

	2019	2018
Revenue		
Membership Fees	\$ 6,725.00	\$ 7,494.30
Old Time Christmas -Sponsors, Grants, Donations	850.00	2,850.00
Miscellaneous Revenue	1.78	54.88
Grand Christmas - Sponsors, Grants, Registrations	3,000.00	2,000.00
Annual Fundraiser- Hill Dash	1,517.74	2,401.72
AGM Dinner/Socials/Events/Pirate Days	800.00	880.00
Website Advertising	<u>2,220.00</u>	<u>2,400.00</u>
Total Revenue	<u>\$ 15,114.52</u>	<u>\$ 18,080.90</u>
General Expenses		
Advertising	\$ 6,714.77	\$ 4,622.61
Events - Grand Christmas	950.00	1,132.07
Events - Old Time Christmas Incl adv	5,409.13	5,453.40
Gifts & Donations	479.37	500.00
Hill Dash	949.54	1,263.16
Insurance	1,596.00	1,575.00
Interest & Bank Charges	36.00	36.00
Membership fee - Chamber	89.25	84.00
Office and supplies	26.58	556.64
Other Socials & Events	545.95	1,086.75
Arts on the Avenue support	500.00	250.00
Sponsorship - Pirate Days	-	200.00
Sponsorship - Ladysmith Arts Council	-	250.00
Website support	<u>1,211.62</u>	<u>1,253.83</u>
Total General Expenses	<u>\$ 18,508.21</u>	<u>\$ 18,263.46</u>
Net Excess (deficit)	<u>\$ (3,393.69)</u>	<u>\$ (182.56)</u>

LADYSMITH DOWNTOWN BUSINESS ASSOCIATION  
BUDGET FOR STATEMENT OF REVENUE AND EXPENSES  
FOR THE YEAR ENDED DECEMBER 31, 2020

	BUDGET
Revenue	
Membership Fees	\$ 7,000.00
Old Time Christmas -Sponsors, Grants, Donations	1,500.00
Donations	1,000.00
Grand Christmas - Sponsors, Grants, Registrations	
Annual Fundraiser- Hill Dash	
AGM Dinner/Socials/Events/Pirate Days	
Website Advertising	<u>3,000.00</u>
Total Revenue	<u>\$ 12,500.00</u>
General Expenses	
Advertising	\$ 6,500.00
Events - Grand Christmas	
Events - Old Time Christmas 2019 inclv adv	5,500.00
Gifts & Donations	500.00
Hill Dash	
Hill Dash donation expense	
Insurance	1,800.00
Interest & Bank Charges	36.00
Membership meeting costs	100.00
Membership fees- Chamber	84.00
Office and supplies	100.00
Other Socials & Events	
Arts on the Avenue support	
Sponsorship - Pirate Days	
Sponsorship - Ladysmith Arts Council	
Website support	<u>1,500.00</u>
Total General Expenses	<u>\$ 16,120.00</u>
Net Excess (deficit)	<u>\$ (3,620.00)</u>



## TOWN OF LADYSMITH

### BYLAW NO. 2042

#### A Bylaw to Amend "Town of Ladysmith Streets and Traffic Bylaw 1998, No. 1309"

**WHEREAS** pursuant to the *Local Government Act*, the Municipal Council is empowered to amend the Streets and Traffic Bylaw;

**AND WHEREAS** the Municipal Council considers it advisable to amend "Streets and Traffic Bylaw 1998, No. 1309";

**NOW THEREFORE** the Council of the Town of Ladysmith in open meeting assembled enacts as follows:

- (1) Subsection 58(2) of Part X is amended by adding "or parking space" between "*sidewalk*" and "adjacent".
- (2) Schedule F is amended by:
  - a. adding "or parking space" between "*sidewalk*" and "and" in the definition of "Sidewalk Patio"; and
  - b. adding "recurring annually," after "eight month season," and deleting "in any calendar year" in regulation 2 of Part I General Regulations.
- (3) Condition 4 of Schedule G is amended by adding "of each year," between "31<sup>st</sup>," and "including this calendar year.".

#### CITATION

- (4) This bylaw may be cited for all purposes as "Town of Ladysmith Streets and Traffic Bylaw 1998, No. 1309, Amendment Bylaw #8, 2020, No. 2042".

READ A FIRST TIME	on the	7 <sup>th</sup>	day of	July, 2020
READ A SECOND TIME	on the	7 <sup>th</sup>	day of	July, 2020
READ A THIRD TIME	on the	7 <sup>th</sup>	day of	July, 2020
ADOPTED	on the		day of	

---

Mayor (A. Stone)

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Corporate Officer (D. Smith)

Dear Mayor Stone and Members of Council,

RE: Tree, Bench and Amenity Dedication Policy

In response to the proposed Tree, Bench and Amenity Dedication Policy as discussed at the Meeting of the Whole on Tuesday July 14<sup>th</sup>, 2020, it is my sincere hope that you will not adopt this Policy.

I hope you will take a few moments to read through my comments, respond to my questions and consider my suggestion:

Comments:

- Over the past couple of decades Ladysmith residents have donated Memorial park benches to the Town of Ladysmith, presumably in perpetuity, and in good faith. This new proposal simply feels mean spirited.
- The Town of Ladysmith is opting to renege on a solemn contract, poor optics indeed.
- The donation of a Memorial Park Bench would have been made to the Town of Ladysmith with no expectation of further charges.
- Implementing an unexpected new “Program Renewal Fee” erodes the trust between citizens and the Town for new amenities, moving forward.
- The Staff Report indicates the “Program Renewal Fee” will be reviewed annually. The current proposed “Program Renewal Fee” is \$1,050.00, however, given this proposal, we would be well within our expectation to believe that this will increase over the next 10 years. Those who choose to enter into an agreement to pay the “Program Renewal Fee” in 10 years time may be in for a nasty surprise.

Questions:

1. If this new policy is implemented as per the Staff Report, does this “Program Renewal Fee” apply only to “In Memorium” dedications (for those who have passed), or will it be applied to any other amenities and dedications, such as acknowledgement of a donation or commemoration, for example: concrete tables, brick pavers or any other thing?
2. In reference to “workable solutions” for financial hardship, what type of arrangements will be made available?
3. Will “workable solutions” be available to new applicants as well as current dedications?

Suggestion:

The Staff Report recommends: 1) Change the policy or 2) Do not change the policy. There is a middle ground: Do not charge the families/donators the proposed “Program Renewal Fee” for the previously donated benches with plaques in perpetuity (as per the agreement), but do implement the Policy for new applicants, moving forward.

Thank you for your time,

Cathy Gilroy

Re: Tree, Bench & Amenity Dedication Policy

Attention: Mayor Stone & Council Member:

I have recently read the proposed Amendment/change of Policy to the By Law regarding Memorial Benches etc. To say the least, I am totally appalled at the lack of forethought to the Families who undertook purchasing a Memorial Bench or Tree in Perpetuity & in good faith with the Town of Ladysmith. I am speaking on behalf of my 7 siblings also..

I would like to suggest that any & all Memorial Benches, Trees or Land that was Donated to the Town of Ladysmith in Memory of a loved one prior to the year 2020, be grandfathered in permanently. This means that after the suggested 10 year grandfather clause as written by Chris Barfoot, Director of Parks & Recreation for All Benches, Trees etc., they "Not" be included in the 10 year Fee for maintenance. Furthermore, any Benches, Trees, Land donated to the Town as of Jan. 1, 2021 can come under this new Policy. By doing this at least a family will know what they are getting into when they want to Donate to the Town of Ladysmith, prior to making the decision. Although, I feel even this is totally deplorable to charge any one a maintenance fee on something that they donated. Plus, who knows how much the cost will increase over the years, this is like signing a blank cheque.

These Memorial Benches, Trees, are donated to the Town of Ladysmith by families, not because they are "grieving or need a place to grieve" as suggested by Chris Barfoot. They are donated out of the goodness of a family's heart, they want to keep assisting in beautifying their home town, they want all citizens & visitors to the Community, to have a place where they can sit and enjoy the vista's of our Town.

Our Dabb Family Memorial Bench was purchased in 2000, the cost was \$1100.00, at the time of purchase we were told the Town would maintain it, it was in Perpetuity. The bench is made of African Hardwood, as suggested by the Town, this wood would last for upwards of 100 years & require very little maintenance. So far, it has stood the time of years, the weather, the bird poop & the thousands of people who have sat on it & required next to No maintenance. The Bench is located on a knoll below the Kin Hut, it is a symbolic place at the beach, where we have history of family events taking place back to 1912 in that exact area. Over the last 20 years we have had relatives from England, Italy, Sicily, New Zealand, India, Australia come to visit & sit awhile on my dads Memorial Bench & enjoy the beautiful view.

Ladysmith prides' itself on preserving Our Heritage, our family was definitely a part of the Pioneer days in Ladysmith as were many other families.

To now change the By Law Policy & ask that 10 years from now we pay a "rental fee" for the Bench that we originally paid for & Donated is ludicrous, it is a big slap in the face to our family & all families. The Town will be holding the families at "Ransom", pay up or your plaque is gone on the bench you already paid for in good faith & someone else's family will have their name on the bench.

This is not the Town doing something "in good faith, it is very, very mean spirited, it is spiteful to the deceased & the memories of the family, for the people who helped build this Town & who volunteered many thousands of hours. My dad was born & raised in this Town, he lived here, volunteered here for 82 years, my mom lived here since 1944 & died a couple years ago, she also volunteered in the Community.

This does Not represent the “Ladysmith By the Sea” a friendly community. This represents “Gone but not Forgotten.... except by the Ladysmith Town Council.”

Please, please, please do not include the original Memorial Benches, Trees or donated land back in 2000 until the present year! This is unjust, unfair & uncalled for. If you must change the policy, then have it start in the year 2021! This is the most Honorious way to go about making the changes you have in mind.

Please VOTE NO when the Issue arises at the Town Council Meeting.

Sincerely,

Muriel Carlson (nee Dabb)