

A photograph of children's legs and feet wearing various styles of rain boots (purple, blue, green, red) and pants, standing on a wet surface. The image is overlaid with a teal gradient.

CHILD CARE NEEDS ASSESSMENT & ACTION PLAN

CITY OF
SALMON ARM

Prepared By:

Jen Casorso
Community Well-Being Lead
T. 250-374-8311
E. jcasorso@urbanmatters.ca

Urban Matters CCC

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A young boy with curly hair, wearing a blue Superman t-shirt, is running in a grassy field. He is holding a green ribbon. In the background, other children and adults are visible, some wearing green headbands. The scene is outdoors with trees and a clear sky.

Acknowledgements

We acknowledge that we are gathering here on the traditional territory of the Secwépemc people, with whom we share these lands and where we live and work together.

The strength of this action plan is built on not only the information collected through engagement and available quantitative data but also from the Child Care Planning Committee. Their input throughout the process continued to provide context and perspective on the child care issues experienced in Salmon Arm amongst educators and families. This committee comprised the following members organizations:

Shuswap Children's Association (Child Care Resource and Referral, Supported Child Development and staff)
Shuswap Daycare Society
Ladybug Landing Child Care Centre
Okanagan College
School District 83
Interior Health
City staff

The City gratefully acknowledges the time and commitment provided by committee members as they demonstrated their passion and commitment to children and families in the community.

EXECUTIVE SUMMARY

The **Salmon Arm Child Care Needs Assessment & Action Plan** was informed through a child care inventory that cataloged licensed and registered license-not-required child care in the City, a community profile to provide family and community context, background policy research, a community engagement process and guidance by the Child Care Planning Committee.

Although there are programs in place to support child care within Salmon Arm – be it in supported child development, family supports or supports for child care providers – and that 70% of parent survey respondents are satisfied with the care they receive, the community is still faced with many challenges, some of which include:

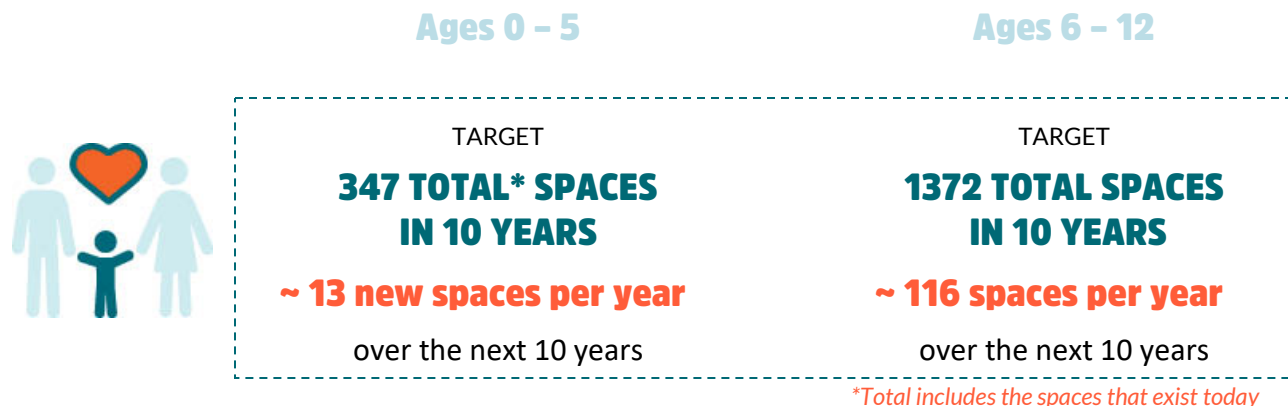
- » Unmet needs for licensed group child care for 0 to 18 months and flexible care (drop-in, weekend, part-time)
- » 0% immediate access to full-time care (licensed and registered licensed-not-required child care experiences 100% utilization)
- » 6 months to 2-year waitlist timeframe to be accepted into a program
- » Roughly 50% of parents accessing their top choice provider
- » Limited qualified staff, many of whom are leaving the field due to low wages, limited benefits, lack of recognition and burnout
- » Limited local training opportunities to encourage recruitment and retention and to increase the quality of care

This project catalogued a total of 514 licensed and registered licensed not-required child care spaces in Salmon Arm offered through 29 program locations:

Total licensed and registered licensed-not-required child care spaces: **514**

	Group Child Care (birth - 36 months)	Group Child Care (30 months - school age)	Licensed Preschool	Group Child Care (school age)	Multi-Age Child Care	Family Child Care	In-Home Multi-Age Child Care	TOTAL Child Care Spaces
Child Care Spaces	68	119	80	183	48	16	0	514
Child Care Programs	6	5	4	7	4	3	0	29

Over a 10-year horizon with an ideal scenario of 30% coverage for non-school-aged children (0 – 5) and 80% coverage for school-aged children (6 – 12), the average annual space creation targets over the next ten years include:



To help reach these annual space creation targets, the follow report proposes several recommendations and actions that the community can consider improving the state of child care in Salmon Arm.

The main recommendations have been grouped under the following categories: Education & Training, Policy, Process, Partnerships and Advocacy.

- » **Education & Training:** Improve the accessibility of information or parents trying to access care and for providers looking to start-up or expand
- » **Policy:** Develop or refine local government plans and policies with child care in mind
- » **Process:** Improve or streamline municipal processes to ease the start-up and expansion experience
- » **Partnerships:** Leverage partnerships to access funding to “unlock” underutilized assets through multi-purposing or to develop new spaces
- » **Advocacy:** Advocate to higher levels of government for enhanced local funding



What follows is a narrative that describes the state of child care in Salmon Arm, a snapshot of the current inventory and future demand for child care based on child population projections and benchmark space creation targets provided by the Ministry of Children & Family Development.



INTRODUCTION

THE SALMON ARM CHILD CARE NEEDS ASSESSMENT & ACTION PLAN

Access to affordable and available child care is one of several indicators of well-being in communities. To help understand the state of child care across British Columbia, the BC Ministry of Children and Family Development (MCFD) has introduced a space creation program to better understand specific community child care needs, which is administered through the Union of BC Municipalities (UBCM).

Child care in the City of Salmon Arm is a considerable concern for families and the agencies supporting families and children. As a result, the City submitted a successful application to the Community Child Care Planning Program to shed light on the child care situation in Salmon Arm and how the community can collectively move forward to increase space creation and advance the child care system at a local level.

This needs assessment and action plan identifies space creation targets over the next ten years and outlines recommendations and actions to meet space creation needs. The results of this study will be an important tool to advocate to the ministry for additional community investment through programs such as the Child Care BC New Spaces Fund and the Community Child Care Space Creation program.

City staff have reviewed the report (plan) and recommendations. This plan is one of many currently underway by the City that identifies key recommendations for local government consideration. As a result, there will be additional staffing impacts to support implementation. It will be up to City Council and administration to decide on the allocation of resources to respond to these recommendations through separate staff reports and future partnership opportunities.

In terms of development, City staff can look proudly to a positive track record of supporting new child care facilities throughout the City with flexible Official Community Plan policies and zoning regulations, levying relatively low Development Cost Charges, and presenting City Council with options to lower servicing standards and costs.



GENERAL CHILD CARE CONTEXT

Child care is provincially-legislated under the Child Care BC Act, the Child Care Act, and Child Care Subsidy Regulation within the Ministry of Children and Family Development. Local government also plays a key role in space creation land use and development.

PROVINCIAL GOVERNMENT

Child care is provincially-legislated under the Child Care BC Act, the Child Care Subsidy Act, and Child Care Subsidy Regulation within the Ministry of Children and Family Development. There are two types of recognized child care in British Columbia -- Licensed and Registered License-Not-Required. The following illustrates the difference in care types:

Licensed Child Care

Licensed child care is monitored regularly and inspected by regional health authorities (Interior Health in Salmon Arm). Child care operators must meet specific requirements with regards to health and safety, staffing, programming and more. There are several child care licensing categories within licensed child care:

Group Child Care: Offered in a community-based facility or centre that services three different age categories:

- » Infant / Toddler Program (birth to 36 months)
- » 3 to 5-year-old Program (30 months to school age)
- » Before and After School Program (school age)

Family Child Care: Offered in the child care provider's own home and services a maximum of seven children from birth to age 12.

Multi-Age Child Care: Offered in a community-based facility and services a maximum of eight children from birth to age 12.

In-Home Multi-Age Child Care: Offered in the child care provider's own home and services a maximum of eight children from birth to age 12.

Preschool: Serves children from 30 months to school entry. Preschools are part-day programs, typically operating during the school year, September to June.

Registered Licensed-Not-Required

These providers are unlicensed, but legally allowed to operate in British Columbia.

Registered License-Not-Required (RLNR) Child Care: This type of child care has been registered with a Child Care Resource and Referral Centre (CCRR). The registration process includes criminal record checks, references, a home-seeking review and first aid. Registered care providers have access to support, training, resources and group liability insurance. Families are eligible for a higher subsidy rate if they use RLNR care. Operators can care for up to two children (or a sibling group) who are not related to them.

It should be noted that while this report focuses on licensed or registered licensed-not-required care, many families use license-not-required or unlicensed care arrangements.

Other Care Types

License-Not-Required (LNR) Child Care: Providers are not required to meet any standards for health or safety. LNR providers are not monitored or inspected. Parents and guardians are responsible for overseeing the care of their child in these arrangements. Legally, these child care providers can care for up to two children (or a sibling group) who are not related to them.

In-child's-own-home care: Unlicensed care when parents arrange for child care at home – for example, a nanny or a baby-sitter.

LOCAL GOVERNMENT

Although child care is overseen provincially, municipalities play a key role in land use and development decisions with respect to child care. They can also play a role through plans and policies where local government can set child care as a priority for long-range community planning processes like Official Community Plans. To better understand the needs of child care from a local perspective, the Province of British Columbia has announced a number of funding programs for local governments:

Through the Union of BC Municipalities:¹

- » **Community Child Care Planning Program:** Provides funding for local government to develop a space creation action plan. This project falls under this funding stream.
- » **Community Child Care Space Creation Program:** Provides funding to local governments to create new licensed child care spaces, with a focus on infants and toddlers.

Through the Ministry of Child and Family Development:²

- » **Childcare BC New Spaces Fund:** Provides funding to public sector organizations, Indigenous governments, non-profit societies and corporate companies to create, expand or relocate new licensed child care spaces.

¹ Source: Child Care, Union of BC Municipalities: <https://www.ubcm.ca/EN/main/funding/lgps/child-care.html>

² Source: Childcare BC New Spaces Fund: Create New Spaces, Province of British Columbia: <https://www2.gov.bc.ca/gov/content/family-social-supports/caring-for-young-children/running-daycare-preschool/childcare-new-spaces-fund>



METHODOLOGY

The Salmon Arm Child Care Needs Assessment & Action Plan was informed through a child care inventory, community profile analysis, policy analysis and an engagement process that included both quantitative and qualitative feedback. A complete 'What We Heard Report' from engagement can be found in Appendix A.

INVENTORY

A number of sources were used to inform the inventory of child care spaces in the City of Salmon Arm. Baseline data was provided by MCFD and represented provincial child care provider information as of January 2019 and reflected those receiving Childcare Operating Funding (CCOF) support from the province. The inventory was cross-referenced with Interior Health's licensed data set, the BC Child Care Map available through MCFD and information provided through the CCRR. Providers were also contacted directly to verify information. An online Child Care Provider survey also helped to inform the inventory.

COMMUNITY PROFILE ANALYSIS

To provide greater insight into the community and family makeup within the area, an analysis of population data was conducted for the City of Salmon Arm. Data was gathered from Statistics Canada and BC Stats. This data, combined with inventory data, helped to define the gap in access to care and to provide context surrounding the composition of families in the community and some of the additional basic needs impacting their well-being.

BACKGROUND POLICY RESEARCH

Background research on relevant policies, plans and bylaws was conducted for the City of Salmon Arm. An analysis of Official Community Plans, Zoning Bylaws and Business Licensing identified municipal processes and policies that may impact the creation of licensed child care spaces in the City.

COMMUNITY ENGAGEMENT

Parent Survey

A parent survey was distributed throughout the community from September 4th to September 30th, 2019. A total of 123 parents responded, which provided insight into how child care is currently used, the challenges that families experience and opportunities for improvement.

Child Care Provider Survey

An online child care provider survey was offered from October 7th to October 19th, 2019. A total of four providers completed the survey, which mostly helped to inform the inventory.

Employee Survey

An online employee survey was offered from October 7th to October 19th, 2019. A total of 10 responses were received from individuals who work within child care in Salmon Arm.

Focus Groups

Focus groups were organized to connect with parents of different social and economic backgrounds. They were coordinated around existing child-related activities to help increase the number of attendees. The project team dropped into the following programs:

- » Strong Start at the District Education Support Centre
- » Immigrant Parent Event at the Shuswap Immigrant Services Society
- » Healthiest Babies Group at the Shuswap Family Centre
- » Shuswap Children's Association Event at the District Education Support Centre

One-on-One Interviews

To better understand the state of child care in Salmon Arm, one-on-one interviews were conducted with organizations who regularly work with children:

- » Shuswap Children's Association
- » School District 83
- » Shuswap Family Centre
- » WorkBC Committee Workshop

Committee Workshop

To collaborate on actions to support this action plan, a joint committee workshop was held with the Child Care Planning Committee of Salmon Arm, a representative of the Sicamous Child Care Planning Committee (which was simultaneously carrying out a similar project) and key agency representatives from Interior Health licensing and School District 83.



STATE OF CHILD CARE IN SALMON ARM

Project engagement and an inventory helped to shed light on the child care narrative within Salmon Arm from the perspective of providers, parents and community supports.

CHILD CARE SPACES & PROGRAM LOCATIONS

As of March 2020, there were total of 514 licensed or registered licensed-not-required child care spaces in the City of Salmon Arm offered by 29 program locations (Table 1).

It should be noted that other child care offerings exist within the City that are unlicensed or unregistered with the Child Care Resource & Referral. This may include, for example, care provided by a stay-at-home parent, nannies or family members providing care. These care types are difficult to quantify and are fluid. As such, they have not been accounted for in this inventory.

Table 1: Number of child care spaces and programs for each category of care in Salmon Arm

	Group Child Care (birth – 36 months)	Group Child Care (30 months – school age)	Licensed Preschool	Group Child Care (school age)	Multi-Age Child Care	Family Child Care	In-Home Multi-Age Child Care	TOTAL Child Care Spaces
Child Care Spaces	68	119	80	183	48	16	0	514
Child Care Programs	6	5	4	7	4	3	0	29

- » There is one child care program location in Salmon Arm offering bilingual programming in Spanish.
- » There is currently no Francophone programming available in licensed daycares or preschools in Salmon Arm.
- » There is a child care centre opening in the Salmon Arm area, which will be run by the Neskonlith Indian Band and is set to offer Indigenous programming.

ACCESS TO CARE

Ministry of Children and Family Development early years performance indicators show that City of Salmon Arm is an area with “Significant difficulty in finding care” for the infant / toddler age group and with “Some difficulty in finding care” for ages 3-5.³

Parent and provider survey data and engagement feedback support the MCFD’s findings and further illustrate that there is not enough space to meet demand. 58% of respondents indicated that they are looking for full-time care, while 84% indicated that they would like access to part-time care. Engagement feedback from focus groups also indicated that the largest unmet demand was for children under two years of age.

Parent survey respondents also indicated that the child care categories that have the largest unmet demand include (Figure 1):

- » Licensed group child care (0 – 18 months) (94%)
- » Licensed group child care (19 – 36 months) (73%)
- » Licensed multi-age child care (80%)
- » Registered licensed-not-required child care (60%)

In addition, parents are also looking for more options that address the following:

- » On-call care (76%)
- » Care on statutory holidays (84%)
- » Overnight care (91%)
- » Drop-in (97%) and weekend care (89%)
- » Care during school closures (78%)
- » Extended care before 6 am (91%) and after 7 pm (82%)
- » Pick-up (64%) and drop-off (78%)

“It is nearly impossible to find child care in Salmon Arm.”

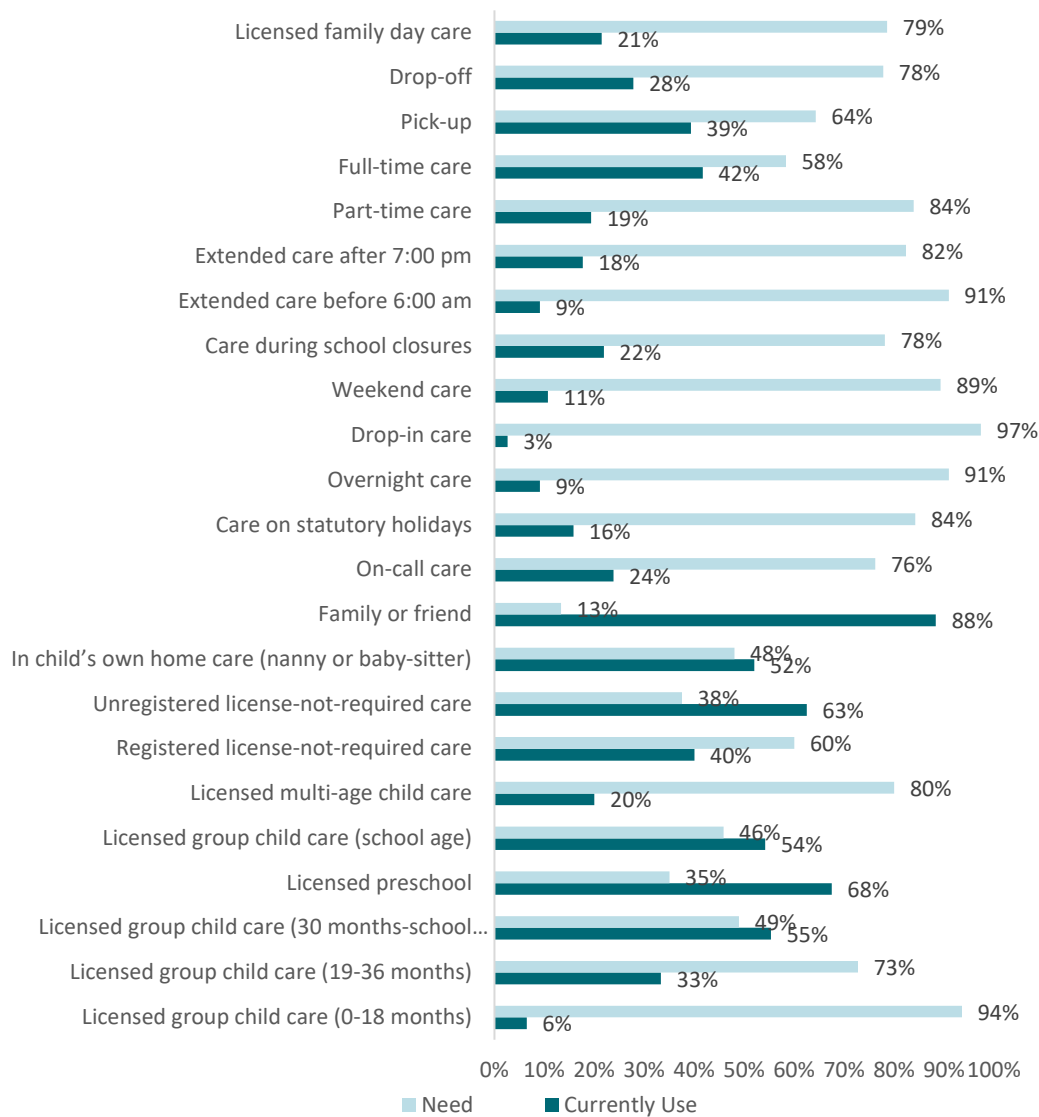
- PARENT

“I called every single childcare center and private care, and everyone was full”

- PARENT

³ Source: Province of BC, Early Years Performance Indicators: <https://mcfid.gov.bc.ca/reporting/services/early-years/performance-indicators>

Figure 1: What kind of child care service do you use / need? (from the Parent Survey)



Accessing Care – Immigrant Families

Access to child care is necessary for immigrant families looking to do training or take language courses to gain employment within the community. Some parents have found part-time care at formal child care centres, while others have taken advantage of the low cost or free child care associated with the Shuswap Immigrant Services Centre. Demand appears to be more for part-time care to prepare young ones for kindergarten, help teach them English and to provide parents with extra time for courses.

FINDING ALTERNATIVES

When families are unable to access care, they often look for solutions through family and friends; 88% of parent survey respondents indicated that they currently use a family or friend for care. Also, when regular child care is not available, parents will: take time off from work, use sick days to care for their child / children, make the decision for one parent to not work, bring their child / children to work or use a nanny service.

PREFERRED CHILD CARE TYPES

56% of parent survey respondents indicated that they are receiving care from their first-choice facility. The top factors influencing child care preference include:

- » Education or certification of child care provider (87%)
- » Flexible operating hours (86%)
- » License or registration of child care provider (85%)
- » Accommodation of siblings (82%)
- » Convenience of location (79%)

Level of Satisfaction

When looking at levels of satisfaction, 70% of parent respondents indicated that they are satisfied with the care they receive. Services to improve on could include: greater flexibility in operating hours (18% unsatisfied), access to subsidy or fee reduction (18% unsatisfied), specialized supports for children with behavioural, physical or developmental needs (13% unsatisfied) or education / certification of child care providers (13% unsatisfied).

“When we first moved here, we were desperate for care of any sort. Our RLNR daycare turned out to be amazing, and even though spots opened up in licensed daycares we chose to stay with our RLNR.”

PARENT

HOURS & LOCATION

Hours

There is a critical lack of child care with flexible hours in the City of Salmon Arm – especially for families who work shift work or 12-hour shifts. As a result of this lack of flexibility, some parents have had to turn down employment opportunities to care for their children (focus groups comment).

Location

Through engagement feedback, parents indicated that their child care program locations were mostly close to home (61%), work (37%) or close to family or family-like support (26%). At present, child care is available in most areas of the city, although to a lesser extent in Canoe and in the Neskonlith Indian Band communities. In both of these communities, there are child care providers working through the application and licensing approval process. In Canoe, an application has been made to Interior Health for 20 new spaces and a separate child care is looking to provide flexible hours. Additionally, Neskonlith Indian Band is working to develop a new child care centre that will provide up to 39 new child care spaces.

DISTANCE

38% of parent survey respondents indicated that they travel between 1 and 5 kilometers to their child care program location, followed by 22% who travel less than 1 km to access care. This demonstrates that care is either close to home or work but with relative ease of access due to the short distance required to travel.

WAITLISTS

Licensed and registered licensed-not-required child care experience 100% utilization in Salmon Arm. According to the parent survey, waitlists are between six months and two years and almost half (48%) of parents put themselves on between 2 and 5 waitlists to secure care. Some families indicated that to secure a space, they put themselves on waitlists once they've realized they are expecting – something that they recommend other families to do as well.

A snapshot of the parent survey responses that helped to create the above narrative on the state of child care in Salmon Arm can be on the following page in Figure 2.

Figure 2: Snapshot of Parent Survey Results





IMPACT ON THE COMMUNITY

How has a high demand child care system impacted child care providers, parents and children?

CHILD CARE PROVIDER EXPERIENCE

Through engagement, we learned that child care providers enter the field because they are deeply passionate about children and child development. It is also an opportunity for educators to work with their own children in addition to caring for others. Despite the joy that this profession brings, 31% of respondents to the staff survey indicated that the lack of qualified staff is the major challenge facing the industry in Salmon Arm.

Recruitment & Retention

One of the main issues facing Early Childhood Educators in the area is that they are often not well compensated for the important and demanding service they provide. In Salmon Arm, they often make between \$17 - \$20 per hour, which is not a livable wage for the area. As a result, many ECEs or caregivers are feeling burnt out and not being paid a high enough wage to compensate for this demanding line of work. 44% of respondents to the staff survey indicated that higher wages (44%) recognition (22%) and benefits (22%) would encourage them to stay within the field.

“Children are wonderful, watching them grow, learn and discover new things is rewarding”

- CHILD CARE PROVIDER

Education & Training

There are several ways to enter the field of child care and to provide care across British Columbia. The following training types are offered across the province:

- » **Responsible Adult Training (RAT):** 20-hr training program
- » **Early Childhood Educator Assistant (ECEA):** Certification allows one to work with young children in an early childhood setting (ages birth to 5 years), under the supervision of a qualified Early Childhood Educator. Students must complete one of three courses approved by MCFD.
- » **Early Childhood Education (ECE) Certification:** 2-year training program with unpaid practicum
- » **Early Childhood Education – Infant Toddler Certification:** 2+ year training program with unpaid practicum that provides the highest level of certification to care for the infant toddler age category.

Tuition for the ECE program can be up to \$12,000, a high cost considering the level of pay an individual has once they have entered the workforce (although provincial bursaries have helped with education costs). There is an ECE and ECE – Infant Toddler Certificate program offered within Salmon Arm at Okanagan College and because of this, there is some incentive to complete the training and then continue working locally.

However, despite the local opportunity to become a certified ECE, providers indicated throughout engagement, their desire to have training and professional development opportunities offered within Salmon Arm instead of in larger city centres such as Kelowna or Vancouver. A more consistent offering of educational programs would help with local retention.

Unlicensed Care

Through engagement, it was found that unlicensed providers feel there are no incentives for them to become licensed because child care is in high demand and the process for licensing is cumbersome. As a result, there are many unlicensed care operators providing care for the community. For some families, this may play a role in the quality of care that a child receives.

Government Support for ECE Training

The province currently supports ECE students with a bursary for their training program. As of late 2019, that funding was fully allocated.

Perception of Child Care Providers

Through feedback received from engagement, several child care providers indicated that they would have increased job satisfaction with more recognition of the profession; just as teachers are recognized for the service they provide, child care providers play a vital role in early childhood development

Impact of Sporadic, Local Training Opportunities on Space Creation

While there are many points of entry into the child care field, local opportunities appear to be offered sporadically and often through a one time grant that has been offered to the community to deliver the training. The inconsistent opportunities to provide professional development and increase the capacity of the sector impacts the community's ability to increase the number of child care spaces; sporadic training opportunities leads to a lack of staff to provide, which prevents programs from expanding or starting up.

IMPACT ON PARENTS

The well-being of parents directly influences family dynamics and the well-being of the children that they care for and love. Although 70% of those receiving care indicated that they are satisfied with their child care provider, there are several challenges that parents face that may influence the overall mental health of the family.

Family Stressors

There are a several financial stressors that child care can bring to a family. The high cost of child care, particularly for those who have more than one child in care, can lead to families spending less on other essential items, such as food. As a result, there is increased demand at charitable food programs such as the food bank. In addition, for those who have not or cannot access care, families must often make the choice for one parent to stay home to care for their children, which puts strain on family resources. As an alternative, stress can be placed on a family who has had to make the decision to work opposite shifts as an alternative to finding care.

Due to the lack of space in Salmon Arm, child care programs are also able to limit their space offerings to full-time, year-round spots only. This means that parents are often paying for more care than they may need, and subsequently holding a space from another child who cannot access care.

Engagement feedback at focus groups also indicated that some parents are feeling pressure to attend a group child care setting or preschool to prepare their child for kindergarten. When there is difficulty accessing care, families may feel as though they are not providing the best experience for their child.

Unique Concerns for Parents of Children with Additional Challenges

For parents who have children with additional challenges – be it behavioural, developmental or cognitive – several concerns surfaced through engagement. For those who have secured a space, there are some concerns about knowledge and awareness amongst all staff to support the needs of their child.

There is some concern that children with higher needs may not be able to maintain their space or not accepted initially to a program because of the increased effort required to care for their child. The lack of local child development supports may also prevent children from accessing child care in the community at all.

IMPACT ON CHILDREN

The impacts of a high demand child care system can inevitably trickle-down to the children that this system serves. In addition to the parent stressors outlined above, which can impact how one may interact with their child, there are other examples identified through the focus groups that illustrate this trickle-down impact. Parents indicated that there are added pressures put on their children to reach milestones that they are not yet ready for (for example, developmental milestones such as potty training).

High Demand for Child Support Programs, Too

In addition to the high demand for child care spaces in Salmon Arm, there is also a high demand for added classroom supports, in the form of a program assistant, for children with higher needs. Currently, the Shuswap Children's Association, who provides developmental supports to children in need, has a waitlist that exceeds 50 children.

Engagement with parents and organization representatives utilizing Supported Child Development Programming indicated that limited access to resources is due to funding limitations. Therefore, when children are unable to access the support they need, it may lead to undiagnosed behavioural challenges and the possibility of slipping through the cracks.



ROLE OF COMMUNITY IN CHILD CARE

Community Support Services in Salmon Arm

- » Shuswap Family Centre
- » Shuswap Children's Association
- » Shuswap Child Care Resource and Referral
- » School District No. 83 North Okanagan – Shuswap
- » Shuswap Food Action
- » Shuswap Immigrant Services Society
- » BC211.ca
- » S.A.F.E (Shuswap Family Emergency Society)
- » Splatsin Tsm7aksaltn Teaching Society
- » Canadian Mental Health Association
- » Okanagan Regional Library
- » Aspiral Youth Partners Association
- » Ministry of Children and Family Development
- » Second Harvest Food Bank
- » The Salvation Army – The Lighthouse Community Ministries
- » Interior Health



ROLE OF GOVERNMENT IN CHILD CARE

All levels of government can play a key role in improving the state of child care in the City of Salmon Arm.

PROVINCIAL GOVERNMENT

Licensing

An important aspect of any licensed child care is to ensure compliance with the Community Care and Assisted Living Act Child Care Licensing Regulation. This ensures that child care providers meet provincial government requirements for:

- » Health and Safety
- » Staffing Qualifications
- » Staff-to-child ratios
- » Space and Equipment
- » Program Standards

The child care provider typically works with the provincial government licensing officer to ensure all conditions are met. In expanding or creating new space, it is recommended to work with the licensing officer and child care provider at the start of the project to support co-designing the necessary spaces.

Each age group that care is licensed for has separate requirements related to the categories identified above to ensure their safety. The [Child Care Licensing Regulation](#) should always be referred to and is only presented in this report for information purposes.

Table 2 outlines the requirements applicable to all child care facilities, while Table 3 provides a breakdown of regulations pertaining to each type of child care program.

Child care providers must apply for a license to operate through their local health authority, who will ensure that provincial requirements are met prior to granting the provider a license to operate. Interior Health has a [guide posted on their website](#) that outlines all of the necessary steps associated with applying for a child care licence within their jurisdiction.

It is strongly recommended that child care providers connect with their local health authority at the start of their planning to establish a relationship and ensure that they understand all the regulatory requirements needed to become a licensed child care facility.

Table 2: Universal Child Care Facility Requirements in British Columbia

Usable Floor Area	3.7 sq. m., excluding hallways, built in storage areas, bathrooms, and fixed appliances.
Bathrooms	One toilet and wash basin for every 10 children or less must be on the same floor of the child care facility.
Diaper Change Stations	Must be located outside of food preparation areas, next to: <ul style="list-style-type: none"> » Covered container for soiled clothing » Wash basin
Sleeping Area	Must be located away from any activity area
Outdoor Area	Must be enclosed to ensure that children are free of harm <ul style="list-style-type: none"> » Must have 6 square meters of outdoor play area for each child, or if providing more than one type of care, an outdoor play area that meets the requirement of the various groups care is being provided for.

For information purposes only, refer to provincial Child Care Licensing Regulations for the most up to date and accurate regulation requirements.

Table 3: Provincial Regulations for Child Care Facilities in British Columbia by Type of Child Care

Licensing	Child Care Type	Age	Maximum Group Size	Child-to-staff Ratio	Staff Qualifications	Setting
Yes	Under 3 years	From birth to 36 months	12 children	<ul style="list-style-type: none"> » 4 children: 1 Infant Toddler Educator (ITE) » 5-8 children: 1 ITE, 1 Early Childhood Educator (ECE) » 9-12 children: 1 ITE, 1 ECE, 1 Early Childhood Educator Assistant (ECEA) 	<ul style="list-style-type: none"> » ITE: 1300 hrs of training » ECE: 900 hrs of training » ECEA: completion of one ECE course 	Community-based facility or centre
	2.5 years to school age	From 30 months to Kindergarten age	25 children	<ul style="list-style-type: none"> » 1-8 children: 1 ECE » 9-16 children: 1 ECE, ECEA » 17-25 children: 1 ECE, 2 ECEAs 	<ul style="list-style-type: none"> » ECE: 900 hrs of training » ECEA: completion of one ECE course 	Community-based facility or centre
	School age (before- and after-school care)	Kindergarten age and up	24 children from K and G1 OR G2 and older with no K or G1 children	<ul style="list-style-type: none"> » 1 adult for each 12 children from K and G1 » 1 adult for each 15 children from G2 and older 	<ul style="list-style-type: none"> » 20 hours of child care training » Relevant work experience » Valid first aid certificate » Clear criminal record check 	Community-based facility or centre
	Multi-age	From birth to 12 years	8 children	<ul style="list-style-type: none"> » 1 ECE for 8 children 	ECE Certificate: 900 hrs of training	Community-based facility or centre
	In-home multi-age child care	From birth to 12 years	8 children	<ul style="list-style-type: none"> » 1 ECE (who is also the licensee) for 8 children 	ECE Certificate: 900 hrs of training	In the provider's home
	Family child care	From birth to 12 years	7 children	<ul style="list-style-type: none"> » 1 adult for 7 children 	<ul style="list-style-type: none"> » 20 hours of child care training » Relevant work experience » Valid first aid certificate 	In the provider's home

					» Clear criminal record check	
	Preschool	From 2.5 years to school age	20 children	» 1-10 children: 1 ECE » 11-20 children: 1 ECE and 1 ECEA	» ECE Certificate: 900 hrs of training » ECEA: completion of one ECE course	Community-based facility or centre
	Occasional child care	18 months old and up	16 children (if there are children under 36 months) or 20 children (if no children under 36 months)	» Every 4 children (if children under 36 months are present): 1 adult » Every 8 children (if no children under 36 months are present): 1 adult	» 20 hours of child care training » Relevant work experience » Valid first aid certificate » Clear criminal record check	Community-based facility or centre
No	Registered License-Not-Required	From birth to age 12	Two children or a sibling group who are not related to them	Every 2 children: 1 adult	» 20 hours of child care training » Relevant work experience » Valid first aid certificate » Clear criminal record check	In the provider's home
	Unregistered	From birth to any age	Two children or a sibling group who are not related to them	Every 2 children: 1 adult	» No qualifications required	In the provider's home

For information purposes only, refer to provincial Child Care Licensing Regulations for the most up to date and accurate regulation requirements.

Funding

The Province of British Columbia also plays a role in funding for child care providers and operators, support services and families in need.

The provincial government has recently developed programs to support ECE training (bursaries) in addition to several capital and operating grants, space creation grants, child care planning grants and more.

The province also provides funding supports for programs that support child development and financial support to families through the Affordable Child Care Benefit, the Fee Reduction Initiative, the Young Parent Program and Universal Prototype Sites offering low-cost quality child care.

Provincial Government Funding Supports to Operate Licensed Child Care:

- » Child Care BC Maintenance Fund
- » Child Care BC New Spaces Fund
- » Child Care Operating Fund (includes the Child Care Fee Reduction Initiative)
- » Community Child Care Planning Program (UBCM)
- » Community Child Care Space Creation Program for Local Governments (UBCM)
- » Startup Grants
- » Early Childhood Educator Wage Enhancement

LOCAL GOVERNMENT

The type and location of a child care facility in a municipality will depend on the permitted uses in a given zone. Before a child care facility is opened, it is important that the business owner determine if the property where they wish to open their facility allows such uses as per the municipal Zoning Bylaw. If the business owner finds that child care facilities are not listed as a permitted use under their property zoning, they will be required to undertake a Zoning Bylaw Amendment process to legally permit the child care facility on the property.

Undertaking these municipal application processes can sometimes be time-consuming and complex, especially if the applicant is not familiar with the processes. It is highly recommended that child care providers connect with their local government at the earliest point possible in their decision-making process to open a child care facility. The information presented here is for information purposes only and does not replace the City's regulation.

In the City of Salmon Arm, child care is addressed in the *Official Community Plan Bylaw No. 4000 (OCP)*, and to a lesser extent in *Zoning Bylaw No. 2303*.

Official Community Plan & Child Care

In the OCP, there are three child care definitions. These are:

- » **COMMERCIAL DAYCARE FACILITY** means any type of facility that provides group daycare programs for eight or more children in accordance with the Provincial Child Care Facilities Regulations as amended from time to time. This type of care facility is permitted in the following zones:

R4 – Medium Density Residential

R5 – High Density Residential

- » **FAMILY CHILDCARE FACILITY** means daycare facilities for a maximum of seven (7) children (including child family members) in accordance with the Provincial Child Care Facilities Regulations as amended from time to time and may include a maximum of three (3) employees. This type of care facility is permitted in the following zones:

R1 - Single Family
Residential

R2 - Single Family/Duplex
Residential

R4 - Medium Density
Residential

R6 - Mobile Home Park
Residential

R7 - Large Lot Single Family
Residential

R8 - Residential Suite

R9 - Estate Residential

M6 - Industrial Holding

A1 - Agriculture

A2 - Rural Holding

A3 - Small Holding

- » **GROUP CHILDCARE** means a child care facility for up to a maximum of eight (8) children, ages for which must be grouped from 0-3 years, 3-6 years and 6-12 years. The childcare provider does not have to reside in the home in which the group childcare is operated. This type of facility is permitted in the following zones:

R1 - Single Family
Residential

R2 - Single Family/Duplex
Residential

R4 - Medium Density
Residential

R6 - Mobile Home Park
Residential

R7 - Large Lot Single Family
Residential

R8 - Residential Suite

R9 - Estate Residential

M6 - Industrial Holding

A1 - Agriculture

A2 - Rural Holding

A3 - Small Holding

Additional policies in the OCP which impact child care are the following:

- » **8.3.9** High Density Residential areas may accommodate all forms of residential housing up to and including multiple family apartment buildings. High Density Residential developments may be permitted to a density of 100 units per hectare. Density may be increased to a maximum of 200 units per hectare for Assisted Living housing, or 130 units per hectare for multiple family housing, subject to the provision of special social or public amenities (e.g., commercial childcare facility, fully accessible dwelling units and suites, rental housing, affordable rental housing, below grade or parkade style parking, parkland, greenways or trails, green building and site design) in accordance with the Zoning Bylaw.
- » **8.3.11** Medium Density Residential areas may accommodate all forms of residential housing including small scale multiple family apartment buildings. Medium Density Residential areas may be permitted to a density of 40 units per hectare. Density may be increased to a maximum of 80 units per hectare for Assisted Living Housing, or 50 units per hectare for multiple family housing subject to the provision of special social and/or public amenities (e.g., commercial childcare facility, fully accessible dwelling units and suites, rental housing, affordable rental housing, below grade or parkade style parking, additional parkland, greenways or trails, green building and site design) in accordance with the Zoning Bylaw.
- » **9.3.19** New Neighbourhood Commercial areas may be located within High, Medium and Low Density Residential areas subject to the following:
 - a. the development is intended to service the local convenience shopping needs of the surrounding residential area; and
 - b. permitted uses may include but are not limited to:
 - convenience or small scale food retail store,
 - neighbourhood pub, restaurant or café,
 - commercial child care,
 - office,
 - personal service establishment, and
 - upper floor residential.
- » **15.3.22** d. Encourage and facilitate child care facilities and services, e.g., in new developments, places of employment, education and cultural facilities;
 - g. Work with regional partners, encourage social issues to be considered in new development proposals where appropriate, recognizing that social issues may include affordable and accessible housing; daycare; transit, access to schools, recreation and government services, healthy, safe and violence-free communities;

Zoning Bylaws & Child Care

Zoning Bylaw regulations which would affect child care include:

- » One parking space is required for every 35 square metres of gross floor area
- » Business licensing fees for child care are \$135



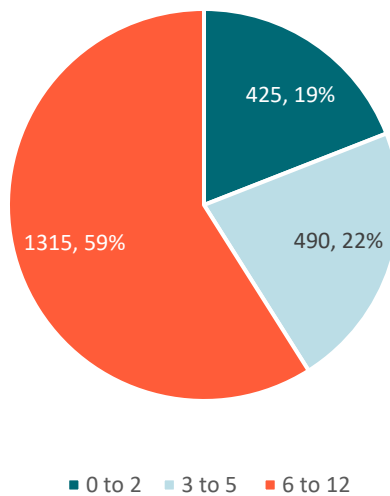
COMMUNITY PROFILE

The community profile provides insight and context surrounding the population in Salmon Arm and the community characteristics that support the different types of child care that are needed in the community.

Population⁴

The total population of the City of Salmon arm is 17,705. The total number of children from zero to 12 years old is 2,230. Within the zero to 12 age group, children between the ages of six and 12 account for 59%. Children between three and five years old, and up to two years account for 22% and 19% of the child population, respectively (**Figure 3**). These age categories best align with child care age regulations (e.g. infant-toddler, preschool age, school age).

Figure 3: Child Population Age Breakdown (2016)



Households

In Salmon Arm, there are 5,145 census families, which are households with a minimum of two people forming a social and economic relationship. There is a total of 2,405 households comprised of either a couple (married or common-law) with children or a lone parent with children.

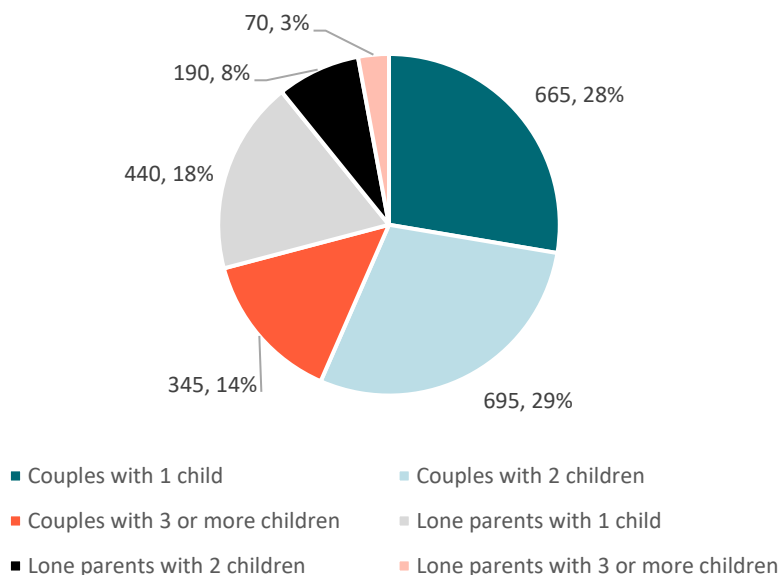
The greatest proportion of these households are couples with one and two children. Lone parents with one child account for the next greatest proportion of households. In total, lone parents with one, two or three children account for 705 (29%) of households with children in Salmon Arm.

Lone parent households typically have much lower income than couple family households and rely on one income earner who, in most cases, has no choice but to work. This has considerable implications on the need for child care in Salmon Arm. It should be noted that “children,” according to the census, can be of any age as long as they live with the parents/caregivers and do not have their own child or spouse/partner.

⁴ All information in this section, unless otherwise stated, has been sourced from 2016 census data.

Figure 4 indicates the households in Salmon Arm with children by couple status and number of children.

Figure 4: Households with Children (2016)



Income

In Salmon Arm, the median pre-tax income is \$63,646. Couple families with children are typically high-earning households. In Salmon Arm, these households earn \$110,196, which is on par with their counterparts across B.C. Lone parent families earn \$49,920, which is close to the median amount for this household group in British Columbia.

Early Development Index (EDI)

It is known that the quality of children’s experiences and environments across every aspect of their lives influences their lifelong health and well-being. Decades of research reinforces the importance of investing more robustly in early development, such as quality child care.⁵ This information provides further insight into the community context and illustrates the importance of accessible, affordable and quality child care for all ages and stages.

The **Early Development Index (EDI)** is administered provincially by the Human Early Learning partnership at UBC and is delivered through all school districts at the kindergarten level each year. The data provides insight into the social, emotional, physical health and well-being, communication, language and cognitive

⁵ Human Early Learning Partnership. Early Development Instrument [EDI] report. Wave 7 Community Profile, 2019. North Okanagan - Shuswap School District (SD83): University of British Columbia, Faculty of Medicine, School of Population and Public Health; February 2020. Available from: http://earlylearning.ubc.ca/media/edi_w7_communityprofiles/edi_w7_communityprofile_sd_83.pdf

development of children in B.C. and how they have changed over time. These insights support evidence-based decision making to improve investments in children and therefore improve early child development outcomes.

EDI in Salmon Arm

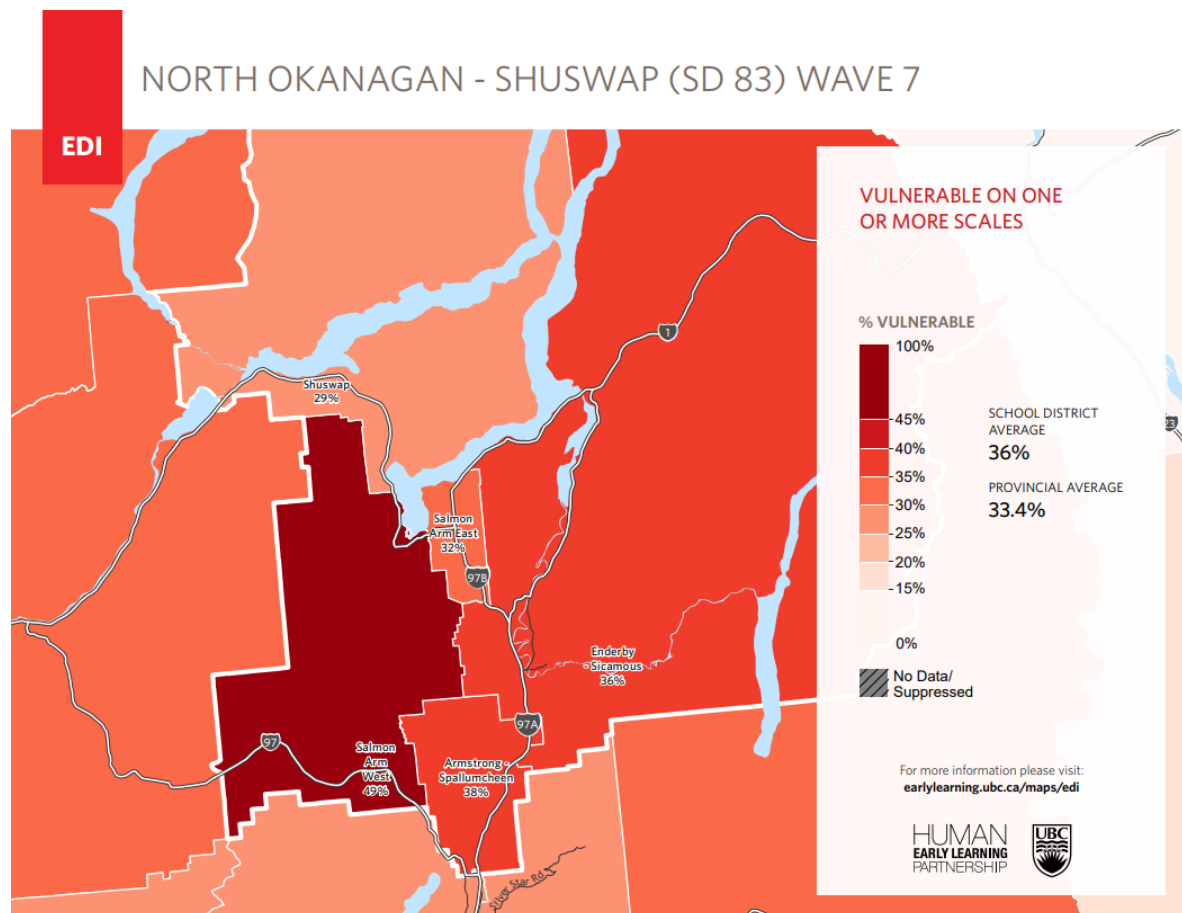
EDI data is available at the neighbourhood level for both Salmon Arm East and West. This data is part of the “Wave 7” EDI, which means that that it is the seventh time frame that data has been collected since 2001 and represents data gathered from 2017 to 2019.

EDI data shows that there is a distinct difference for those children living in Salmon Arm West compared to Salmon Arm East. Forty-nine percent (49%) of children living in the West are vulnerable on one or more scales of the EDI. This is compared to 32% of children in Salmon Arm East (**Table 4**).

Table 4: EDI Wave 7 Data for Salmon Arm East and Salmon Arm West Neighbourhoods (2017 - 2019)

	% of children in Salmon Arm East	% of children in Salmon Arm West
Vulnerable on one of more scale	32%	49%
Physical health and well-being	13%	31%
Social Competence	13%	24%
Emotional Maturity	19%	23%
Language and Cognitive Development	5%	15%
Communication Skills	8%	15%

Figure 5: Children Vulnerable in one or more scales of the Wave 7 EDI (2017 - 2019) for School District 83



Across all EDI measures, children in Salmon Arm West are significantly more vulnerable than those in the East. The category of “vulnerable on one or more scales” is a summary measure that reports the percentage of children who are vulnerable on at least one or more of the five scales of the EDI. Children captured by this measure may be vulnerable on only one scale, or may be experiencing vulnerabilities on two, three, four or all five scales of the EDI. Vulnerable children are those who, without additional support and care, are more likely to experience future challenges in their school years and beyond.

As a comparison the overall percentage of children in B.C. who are vulnerable on one or more scale of the EDI is 33%.

These neighbourhood level disparities indicate that provisioning of high-quality child care may be particularly important in the Salmon Arm West neighbourhood as research shows that these types of supports can drastically improve outcomes for children in all areas outlined by the EDI. They also indicate the need for greater supports in the community to address child vulnerabilities.



CHILD CARE SUPPLY, DEMAND & TARGETS

CHILD CARE SUPPLY

As of March 2020, the City of Salmon Arm has 514 licensed and registered licensed-not-required child care spaces made available through 29 program locations (**Table 5**).

Table 5: Child Care by Type

Type of Child Care	Number of Programs	Number of Spaces
Group Child Care (Birth to 36 months)	6	68
Group Child Care (30 months to school age)	5	119
Licensed Preschool Spaces	4	80
Group Child Care (School Age) Spaces	7	183
Multi Age Child Care Spaces	4	48
Family Child Care Spaces	3	16
In-Home Multi Age Child Care Spaces	0	0
Total	29	514

In addition to these licensed and registered licensed-not-required child care programs, there are a large number of casual babysitters advertising on Facebook and unregistered or unlicensed child care programs that were not accounted for in this inventory.

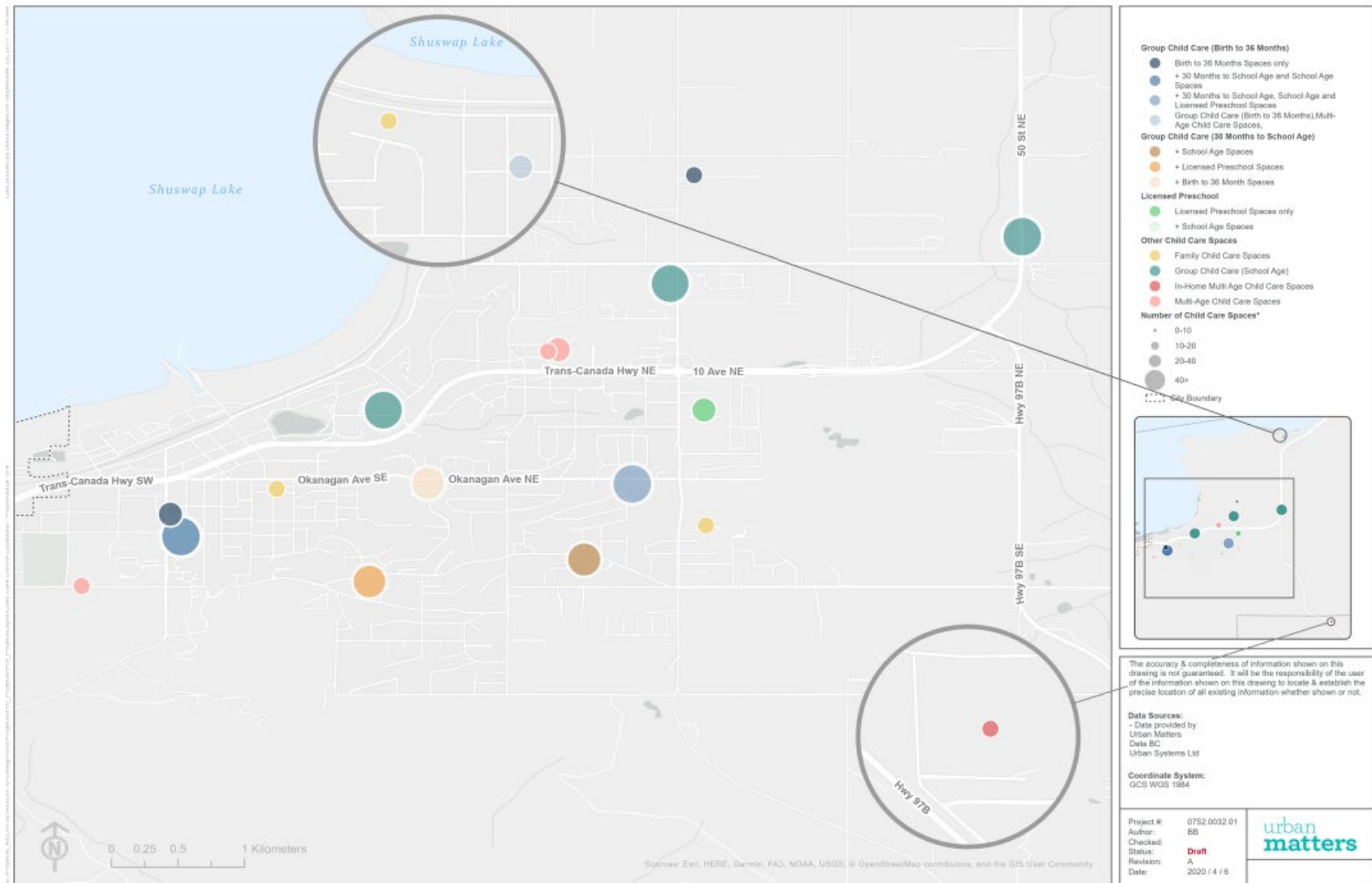
The following map shows the child care program location distribution for various categories of care.

Pending Space Creation

There are several new spaces that will be opening soon within Salmon Arm and the surrounding area.

This space creation brings excitement to the community as additional program offerings are desperately needed. According to Interior Health licensing as of February 2020 there were:

- » 67 new spaces approved in the community
- » Applications for another 53 spaces in Salmon Arm awaiting approval



CHILD CARE ACCESS RATE

The current child care access rate (number of spaces per 100 children) was determined from child population data from Statistics Canada (2016) and the number of spaces for a given age category as determined by the inventory (Table 6). Categories of care and age categories were grouped based on non-school-aged children (ages 0 – 5) and school-aged children (ages 6 – 12). Multi-age, in-home multi-age and family child care spaces were split evenly between the 0 – 5 and 6 – 12 age categories, respectfully. A full description of this methodology can be found in Appendix B.

Table 6: Child population, spaces and access rate (Ages 0 – 5 and 6 – 12)

Age Category	Child Population (current) ⁶	Number of Spaces (2019)*	Access Rate (spaces per 100 children)
0 – 5 years	915	219	23.9
6 – 12 years	1,315	215	16.0

**A complete outline of the methodology for allocating inventory counts to each of the age categories can be found in Appendix B. Licensed preschool spaces were not used to determine access rates as programs are typically part-time and families may still require additional care to meet their needs.*

It should be noted that these access rates are impacted by out of town residents from the region also accessing care within Salmon Arm; anecdotally, parents in the region work in Salmon Arm and are securing care near their place of work.

CHILD CARE DEMAND & SPACE CREATION TARGETS

City of Salmon Arm licensed space creation targets are based on population projections from BC Statistics⁷ based on the Local Health Area (region 142, Salmon Arm) and the current child care inventory within this study (licensed and registered licensed-not-required child care spaces only). To align with census age data, targets have been separated into 0 – 5 and 6 – 12 age categories. For each age group, the following space creation targets were determined:

- » Total spaces needed to maintain a municipality's current **access rate**
- » Total spaces need to maintain a municipality's **target access rate**

Target access rates have been provided by MCFD and correspond to 30 (or 30% coverage) for ages 0 – 5 and 80 (or 80% coverage) for ages 6 – 12.

⁶ Source: Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016003

⁷ Source: BC Stats P.E.O.P.L.E Population Projections : <https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-projections>

Table 7 summarizes the average annual space creation targets for the City of Salmon Arm over a ten-year horizon. **Tables 8 and 9** show the number of spaces needed in 2020 (1 year), 2022 (2 years), 2025 (5 years) and 2030 (10 years) to meet current or target access rates. The complete methodology for calculating space creations targets can also be found in Appendix B. It should be noted that space creation is reliant on support and funding from the province.

Table 7: Average Annual Space Creation Targets (2020 – 2030)

	Ages 0 – 5	Ages 6 – 12
Salmon Arm	13	116

Table 8: City of Salmon Arm Space Creation Targets - Ages 0 – 5

Year	Projected Children	Total Spaces Needed to Maintain Current Access Rate (23.9)	Total Spaces Needed to Maintain Target Access Rate (30.0)
2019	915	219	275
2020	928	224	281
2022	909	217	273
2025	897	214	269
2030	1,157	276	347 ⁸

To meet a 30% access rate or a target of 347 spaces for children ages 0 – 5 by 2030, Salmon Arm will need an average of 13 new spaces per year over the next 10 years.

Table 9: City of Salmon Arm Space Creation Targets: Ages 6 – 12

Year	Projected Children	Total Spaces Needed to Maintain Current Access Rate (16.0)	Total Spaces Needed to Maintain Target Access Rate (80.0)
2019	1,315	215	1,052
2020	1,267	203	1,013
2022	1,278	204	1,022
2025	1,749	280	1,399
2030	1,715	274	1,372*

To meet a 80% access rate or a target of 1372 spaces for children ages 6 – 12 by 2030, Salmon Arm will need an average of 116 new spaces per year over the next 10 years.

⁸ This number reflects the total number of spaces in the community for this age category, which includes the current number of spaces that have been determined by the inventory. This also applies to Table 9.



KEY RECOMMENDATIONS & ACTIONS

Given the complex nature of child care, a multi-faceted approach is required to support a systems change within the City of Salmon Arm. We have proposed five recommendation areas that will help the City move towards a more sustainable, community system:

- Education & Training
- Policy
- Process
- Partnerships
- Advocacy

The recommendations set out in this plan are grounded in the province's goal to move towards Universal Child Care, a model that encourages licensed child care that offers inclusive and culturally-appropriate programming and programming for children with diverse needs.

A more detailed action plan can be found in **Table 10**.

EDUCATION & TRAINING

Providing educational opportunities for child care providers and operators in Salmon Arm – particularly around transitioning to or creating licensed child care programs – will lead to greater knowledge around high-quality space creation. Education is key to retaining ECEs locally and helping to understand how to navigate the system within Salmon Arm.

Key recommendations related to education and training include:

- » Provide navigation supports and consultation services to encourage unlicensed providers to pursue licensing.
- » Provide navigation supports and consultation services to encourage those starting new child care programs to pursue licensed programming.
- » Provide professional development opportunities in the area of basic business training to support licensed child care operators with running their business.
- » Expand the level of service of licensed child care operators by providing local education and professional development opportunities.

Table 10: Recommendations & Actions – Education & Training

Recommendation	Actions	Lead	Timeline
<p>Provide navigation supports and consultation services to encourage unlicensed providers to pursue licensing.</p> <p>Provide navigation supports and consultation services to encourage those starting new child care programs to pursue licensed programming.</p>	Continue to hold child care start-up workshops for individuals interested in starting a child care program	CCRR/Okanagan College	1-2 years
	Secure local, ongoing and consistent training opportunities to support new child care providers entering the community and existing child care providers with professional development opportunities.	Okanagan College	1-2 years
	Create opportunities for mentorship or job shadowing for prospective child care providers	CCRR	1-2 years
	Hold workshops for unregistered/unlicensed child care providers interested in pursuing registration/licensing	Okanagan College/CCRR	3-5 years
	Revisit results of workshops and explore next steps, changes in strategy	Child Care Planning Committee	5-10 years
Provide professional development opportunities in the area of basic business training to support licensed child care operators.	Hold workshops or training for child care providers on business planning and systems/policy development	Okanagan College/CCRR	3-5 years
Expand the level of service of licensed child care operators by providing local education and professional development opportunities.	Seek to align educational opportunities with current community child care needs (i.e. flexible child care, infant toddler, school age care)	Okanagan College/CCRR	3-5 years
	Establish communication between licensing, Child Care Resource and Referral, and those providing education to ensure alignment with current needs	Child Care Planning Committee	1-2 years
	Reach out to Indigenous and immigrant organizations to help deliver cultural education and programming to child care providers	CCRR /Child Care Planning Committee	1-2 years

POLICY

Improvements to municipal plans and policies related to child care is within the role of local government. It helps to ensure that child care is identified as a priority. Updating definitions, permitted land use zones, and strategic goals within municipal plans can facilitate additional investment in child care from the provincial government through supports and funding to both public and private entities. Additionally, clear policies and guidelines from local government assists the development community to provide opportunities for partnering with local child care organizations to create new spaces to meet the demand.

Key recommendations related to policy include:

- » Review and update municipal plans and policies to incorporate child care space priorities as part of growth management, neighbourhood planning, and well-being priorities
- » Review existing child care definitions to ensure they are aligned with the province’s definitions
- » Consider establishing municipal incentives for child care providers

Table 11: Recommendations & Actions – Policy

Recommendation	Actions	Lead	Timeline
Review and update municipal plans and policies to incorporate child care space priorities as part of growth management, neighbourhood planning, and well-being priorities.	Identify municipal plans and policies where child care can be incorporated	City of Salmon Arm Development Services	1-2 years
	Establish a schedule to update/amend municipal policies or plans to include child care priorities and guidance	City of Salmon Arm Development Services	1-2 years
	Prioritize and implement schedule as identified and expediate specific policy updates where appropriate to meet annual child care space needs	City of Salmon Arm Development Services	1-5 years
Review existing child care definitions to ensure they are in alignment with provincial government definitions.	Identify child care definitions within existing policies and update, where applicable, to meet provincial government definitions	City of Salmon Arm Development Services	1-2 years
Consider establishing municipal incentives to minimize the financial impacts of operating a licensed child care centre.	Amend Permissive Tax Exemption Policy No. 715 to include licensed, non-profit child care providers and licensed private child care operators	City of Salmon Arm Financial Services	3-5 years
	Provide incentives (e.g. first year free business license fees, site or neighbourhood specific property tax exemptions, etc.) to child care providers who start-up licensed child care in underserved neighbourhoods in the community	City of Salmon Arm Development Services	5-10 years

PROCESS

Lowering the barrier to licensed space creation in Salmon Arm can be achieved by streamlining regulatory processes for child care start-up and expansion.

- » Streamline the municipal processes for child care provider space creation and ensure alignment with licensing procedures.
- » Pursue an expedited criminal record checks process for ECEs to speed the process of entering the workforce.

Table 12: Recommendations & Actions – Process

Recommendation	Actions	Lead	Timeline
Streamline the municipal process for child care provider space creation and ensure alignment with licensing procedures.	Create easy to follow checklist and/or infographic to assist prospective child care providers in navigating municipal government processes	City of Salmon Arm Development Services	1-2 years
	Establish partnership between the City of Salmon Arm Development Services and Interior Health licensing to support processing and approving child care applications in a coordinated and timely manner	City of Salmon Arm Development Services, Interior Health Community Care Licensing Division	1-2 years
Pursue an expedited criminal record checks for ECEs to speed the process of entering the workforce	Engage with the Ministry of Public Safety and Solicitor General to discuss delay issues and possible solutions.	CCRR	1-2 years

PARTNERSHIPS

Child care is provided and supported by a number of organizations in Salmon Arm. Improving child care and adding spaces to the community will depend on enhancing existing partnerships and/or encouraging new ones. Building partnerships to create linkages to resources across the city will be key to finding solutions to meet the child care space demand in Salmon Arm.

Key recommendations related to partnerships include:

- » Consider joint-use agreements between public institutions to help facilitate the creation of additional child care spaces.
- » Consider opportunities to leverage public assets and underutilized space to facilitate child care space creation.
- » Continue to convene meetings of the Child Care Planning Committee to facilitate Child Care Action Plan implementation.
- » Meet with industry employers in community to consider in-house employee provided child care.

Table 13: Recommendations & Actions – Partnerships

Recommendation	Actions	Lead	Timeline
Consider joint use agreements between public institutions to help facilitate the creation of additional child care spaces.	Convene meetings between School District 83 and the City to discuss joint use opportunities for child care and ways to facilitate in current or new public facilities	City of Salmon Arm/School District 83	1-2 years
Consider opportunities to leverage public assets and underutilized space to facilitate child care space creation.	Create an inventory of public assets that are suitable for potential child care centres	City of Salmon Arm Development Services	5-10 years
	Share the inventory with the CCRR to distribute with the local child care and business community	City of Salmon Arm Development Services/CCRR/Economic Development Society	5-10 years
	Identify and consider other under-utilized spaces within the community that could be used for child care	City of Salmon Arm Development Services/CCRR/Economic Development Society	3-10 years
Continue to convene meetings of the Child Care Planning Committee to facilitate plan implementation.	Establish the Child Care Planning Committee as a Committee of City Council and convene twice a year to support and monitor implementation of Child Care Action Plan	City of Salmon Arm City Council, Child Care Planning Committee	Ongoing
Meet with industry employers in community to consider in-house employee provided child care.	Identify potential industry partners and meet to discuss community child care needs and workforce opportunities in support of in-house employee provided child care	Child Care Planning Committee, Economic Development Society	1-5 years

ADVOCACY

The provincial government is key to providing funding for child care providers, supports for children with higher needs and families requiring financial relief. Therefore, advocating on behalf of communities and families in need of stable and affordable child care is critical to increasing child care spaces and improving the overall state of child care in Salmon Arm.

Key recommendations related to advocacy include:

- » Advocate to provincial government through UBCM for enhanced funding to support child development programs.
- » Advocate to the Ministry for Children and Families for additional supports for ECEs (wage enhancements, bursaries, professional development opportunities and educational supports) to support recruitment and retention in Salmon Arm.
- » Ensure that the City of Salmon Arm (including Council and management) through the Child Care Planning Committee are aware of child care issues and opportunities to advocate on behalf of the City and local organizations.
- » Advocate to the Ministry of Children and Family Development, Ministry of Education and School District 83 for permanent child care spaces to be included in elementary schools, either as purpose built facilities or as classrooms in new school infrastructure.
- » Advocate to the Ministry of Children and Family Development, Ministry of Health, Interior Health, and Okanagan College to make child care space available at the location of any large public institution or government employer, such as at Shuswap Lake General Hospital or the Okanagan College Salmon Arm Campus.
- » Request through the Ministry for Children and Family Development the creation of a Universal Child Care Prototype Site in Salmon Arm.

Table 14: Recommendations & Actions – Advocacy

Recommendation	Actions	Lead	Timeline
<p>Advocate to provincial government through UBCM for enhanced funding to support child development programs.</p>	<p>Engage with Ministry leaders at UBCM Convention requesting increased access to funding for child care supports</p>	<p>City of Salmon Arm City Council, Child Care Planning Committee (support)</p>	<p>1-5 years</p>
<p>Advocate to the MCFD for additional supports for ECEs (wage enhancements, bursaries, professional development opportunities and educational supports) to support recruitment and retention in Salmon Arm.</p>	<p>Engage with the Ministry of Children and Family Development on the importance of fair wages for child care employees to improve retention and quality of life for workers</p>	<p>City of Salmon Arm City Council, Child Care Planning Committee, Chamber of Commerce</p>	<p>1-5 years</p>
<p>Ensure that the City (including Council and management) through the Child Care Planning Committee are aware of child care issues and opportunities to advocate on behalf of the City and local organizations.</p>	<p>Host a special meeting of the Child Care Planning Committee ahead of UBCM Convention to support City staff and Council to understand current issues and opportunities for investment in child care</p>	<p>Child Care Planning Committee, City of Salmon Arm Corporate Services and City Council</p>	<p>1-2 years</p>
<p>Advocate to the Ministry of Education and SD83 for permanent child care spaces to be included in elementary schools, either as purpose built facilities or as classrooms in new school infrastructure.</p>	<p>Identify local space opportunities and meet with decision makers to assess the potential for child care in publicly owned buildings</p>	<p>City of Salmon Arm Development Services, Child Care Planning Committee, School District 83</p>	<p>1-5 years</p>
<p>Advocate to the MCFD to develop guidelines and policy change to support CCRRs in licensing recommendations to providers.</p>	<p>Convene conversations between licensing, the MCFD and the CCRR to determine a meaningful way the CCRR can better help child care providers in their licensing journey</p>	<p>CCRR</p>	<p>3-5 years</p>

<p>Advocate to the MCFD, Ministry of Health, Interior Health, and Okanagan College to make child care space available at any large public institution or government employer, such as at Shuswap Lake General Hospital or the Okanagan College Salmon Arm Campus.</p>	<p>Meet with public institution partners to identify the needs and establish partnership opportunities to plan and develop child care in public facilities to support employees and community</p>	<p>City of Salmon Arm City Council and Corporate Services, Okanagan College, Interior Health</p>	<p>5-10 years</p>
<p>Request through the MCFD the creation of a Universal Child Care Prototype Site in Salmon Arm.</p>	<p>Meet with the Ministry for Children and Family Development to request participation in the Universal Child Care Prototype program</p>	<p>Child Care Planning Committee</p>	<p>1-2 years</p>

Appendix A: WHAT WE HEARD ENGAGEMENT SUMMARY

See separate attachment for What We Heard Engagement Summary.

Appendix B: METHODOLOGY FOR DETERMINING ACCESS RATES & TARGETS

Determining Access Rates

To determine access rates, two numbers are required: 1) the child population values for a given year and; 2) the number of spaces for each age category.

Current Child Populations

Current child population data was sourced from 2016 census data:

Table B1: Base child population values (Statistics Canada, 2016)

	0 to 2 years	3 to 5 years	6 to 12 years	0 to 12 years
Salmon Arm	425	490	1315	2230

Projected Child Populations

For each age category, child population projection values were provided by BC Stats P.E.O.P.L.E Population Projections for the target years specified through the UBCM funding guidelines: 1 year, 2 years, 5 years and 10 years. The projection values are documented in **Tables 8** and **9** in the report and the percent change can be found in **Table B2**. A percent increase or decrease was calculated between each year category. These percent changes were then used for determining space creation targets.

Table B2: Child population growth rates

Population growth in Salmon Arm	Ages 0 – 5	Ages 6 – 12
2019	-	-
2020 (year 1)	2%	-4%
2022 (year 2)	-3%	1%
2025 (year 5)	-1%	37%
2030 (year 10)	29%	-2%

Number of Spaces

The number of spaces per age category of 0 to 5 years and 6 to 12 years were determined by allocating the number of spaces in each care type to the appropriate age category. In the case of multi-age or family child care, where the age of children is not specified, the sum of total spaces was divided by two whereby half were allocated to 0 to 5 years and half were allocated to 6 to 12 years. Licensed preschool was removed from the count as programs tend to be part-time and some other care arrangement is often still required.

Table B3: Number of child care spaces and allocation for space creation target calculations

	Group Child Care (birth – 36 months)	Group Child Care (30 months – school age)	Licensed Preschool	Group Child Care (school age)	Multi-Age Child Care	Family Child Care	In-Home Multi-Age Child Care	TOTAL Child Care Spaces
Child Care Spaces	68	119	80	183	48	16	0	514
Space Allocation	0 to 5 years	removed	6 to 12 years	32 spaces: 0 to 5 years 32 spaces: 6 to 12 years				-
				Sum = 64 / 2 = 32				

Table B4: Space allocation summary per age category

	0 to 5 years	6 to 12 years
Group Child Care (birth – 36 months)	68	0
Group Child Care (30 months – school age)	119	0
Licensed Preschool	0	0
Group Child Care (school age)	0	183
Multi-Age Child Care	24	24
Family Child Care	8	8
In-Home Multi-Age Child Care	0	0
TOTAL SPACE COUNT	219	215

Access Rate

Current access rates were then determined by taking the number of spaces in each age category, 219 and 215, and dividing it by 100.

Determining Space Creation Targets

As outlined in **Table B2**, a percent increase or decrease was calculated between each year category. These percent changes were then applied to the current and target access rates for each time category.

Table B5: Determining space creation targets

Year	% child population growth (0 to 5 years)	Projected Children (population growth in brackets)	Total Spaces Needed to Maintain Current Access Rate (23.9)	Total Spaces Needed to Maintain Target Access Rate (30.0)
2019	-	915	219	275
2020	+2%	938	224	281
2022	-3%	909	217	273
2025	-1%	897	214	269
2030	+39%	1157	276	347

Therefore, as a result of these calculations, a total of 347 spaces are needed within the community by the year 2030. 219 spaces already exist; therefore 128 more spaces are required over a 10-year period. To determine the average number of spaces to be created each year over 10 years, 128 was divided by 10 and then rounded up. The same methodology was applied to children ages 6 to 12.