

**CORPORATION OF THE CITY OF COURTENAY
COUNCIL MEETING AGENDA**

DATE: April 7, 2015
PLACE: City Hall Council Chambers
TIME: 4:00 p.m.

1.00 ADOPTION OF MINUTES

1. Adopt March 16, 2015 Regular Council and March 30, 2015 Committee of the Whole meeting minutes

2.00 INTRODUCTION OF LATE ITEMS

3.00 DELEGATIONS

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1. Charlene Gray, C.V. Children's Daycare Society re: Ten Dollar Day Child Care Plan

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2. Wendy Thurlborn, Comox Valley Kidstart Program

4.00 STAFF REPORTS/PRESENTATIONS

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(a) CAO and Legislative Services

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1. Asset Management Planning Grant Application

(b) Community Services

(c) Development Services

(d) Engineering and Operations

43

2. City of Courtenay Banner Station

(e) Financial Services

49

3. 2015 Property Tax Rate Multiple

58

4. DCBIA 2014 Financial Statements and 2015 Budget/Tax Levy Request

5.00 EXTERNAL REPORTS AND CORRESPONDENCE FOR INFORMATION

75

1. Heritage Advisory Commission Minutes for January 28 and February 25, 2015

6.00 INTERNAL REPORTS AND CORRESPONDENCE FOR INFORMATION

7.00 REPORTS/UPDATES FROM COUNCIL MEMBERS INCLUDING REPORTS FROM COMMITTEES

8.00 RESOLUTIONS OF COUNCIL

1. In Camera Meeting

That notice is hereby given that a Special In-Camera meeting closed to the public will be held April 7, 2015 at the conclusion of the Regular Council meeting pursuant to the following sub-sections of the *Community Charter*:

- 90 (1)(k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public.

2. Councillor Lennox proposed resolution:

WHEREAS most Canadians agree that strong environmental laws are important because they protect the quality of the air, water and land that our health depends on; and

WHEREAS some countries, including Norway, the Philippines, and Portugal have enshrined environmental rights and a healthy environment in their laws and constitutions; and

WHEREAS Canadian provinces, including Ontario and Quebec, already have provincial bills of environmental rights;

THEREFORE based on the “The Right to a Healthy Environment” position paper by Ecojustice, Council supports the efforts by Ecojustice to enshrine the right to a healthy environment in the Canadian Charter of Rights and Freedoms; and

Directs that a letter be sent to Ecojustice to advise them of Council’s support.

9.00 UNFINISHED BUSINESS

10.00 NOTICE OF MOTION

11.00 NEW BUSINESS

12.00 BYLAWS

13.00 ADJOURNMENT

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COMMUNITY PLAN FOR A PUBLIC SYSTEM OF integrated early care & learning

\$10/day Child Care Plan

FALL 2014 5TH EDITION



WHAT'S NEW — Fall 2014

Since its release in April 2011, this Plan has raised awareness about the child care crisis in BC and generated unprecedented support for the concrete solutions it offers. Based on evidence and the lived experience of BC families, the \$10/day Child Care Plan now frames provincial dialogue about child care and puts the benefit of the Plan for families front and centre. This 5th edition incorporates new research and analysis and responds to the evolving context in BC.

DEEPER AND BROADER SUPPORT

Support for the Plan has reached an unprecedented level and now represents close to 2 million British Columbians. Thousands of individuals from over 120 BC communities, 31 local governments, 20 school districts, labour organizations, a major BC media outlet, academics, early childhood, social justice, women's and community organizations recognize the Plan's potential to make a real difference for children, families and communities. More businesses understand its benefits and are also signing on. If you have not already done so, [add your support](#).

YET, THE CRISIS DEEPENS

The breadth and depth of support for the Plan has moved policy makers to acknowledge there is a problem and action is required. Regrettably, this has not yet translated into action at the scale and scope required to fundamentally improve the situation.

The latest data from UBC's Human Early Learning Partnership indicates that 33 per cent of BC children enter Kindergarten vulnerable in one or more developmental areas, up from 29 per cent over the last five years. BC continues to have amongst the highest levels of child poverty in the country. Child care fees keep going up and too many families have no choice but to use unregulated or illegal child care—at times with tragic results. Child care programs report that their financial viability is in jeopardy and more Early Childhood Educators have no choice but to leave the field to earn a living wage.

In the face of this, government action to date has been woefully inadequate. The promise of capital dollars to build some new child care spaces, without a commitment to stable operating funds, affordable fees, or enough qualified ECEs to staff them, will not solve the crisis. Nor will government's current focus on small grants to coordinate and integrate existing family support services.

THE LATEST 'EXCUSE'

Given that policy makers acknowledge the strengths of the Plan, their only remaining 'excuse' is that BC just cannot afford it right now. This flies in the face of evidence demonstrating the economic benefits of investing in child care.

Our recent [Fact Sheet #5](#) highlights the ways in which the Plan benefits BC business and will pay for itself.

Recently, a Vancouver Sun editorial considered the Surrey Board of Trade's business argument for "a comprehensive strategy for providing affordable daycare for families across British Columbia." After reviewing the evidence they concluded that "society should seriously consider early childhood care as the same kind of potential generator for economic activity and development that benefits Quebec" (Vancouver Sun, July 24, 2014).

It's time BC's decision makers followed their advice.

WHERE TO BEGIN

There are three things government should do right now—within identified resources—to move the Plan forward.

1. BC should follow most other provinces and territories by moving the Child Care Branch into the Ministry of Education. This costs government little and ensures that, from the start, the Plan is implemented in a way that ends the false divide between 'early care' and 'early learning.'
2. BC should immediately reduce fees to \$10/day in all licensed infant and toddler programs that embrace the Plan's accountability requirements. This will create immediate relief for families who now pay some of the highest fees in the country. It is a better investment than the planned 2015 tax benefit for families, which will cost \$147 million but will not provide families with enough to make a dent in their child care fees.
3. BC and other provincial governments should put child care at the top of their agenda in discussions with the federal government. Federal transfers of dedicated funds to build early care and learning systems will make implementation even more affordable for the provinces.

We know these recommended implementation steps are affordable. We look forward to working with policy makers at all levels to make them a reality.

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Community Plan for a Public System of Integrated Early Care and Learning

Fifth edition, Fall 2014 (first edition April 2011)

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The Coalition of Child Care Advocates of BC and the Early Childhood Educators of BC are pleased to share our *Community Plan for a Public System of Integrated Early Care and Learning*.

Our Plan offers a concrete, innovative and ambitious way forward and provides a framework for significant and lasting system change in British Columbia.

Across British Columbia, supporters of this \$10/Day Plan are working to ensure that child care is a central issue for governments.

THE PLAN...

Builds on well-established evidence...

An ever-expanding body of research clearly demonstrates that:

- Public spending on the early years is a wise social and economic investment;
- Quality child care *is* early learning;
- High quality early years programs promote healthy development;
- Children and families need, and have a right to, quality care and learning; and
- Current policies and approaches are not working.

Responds to two conflicting realities...

BC has implemented full school day Kindergarten for 5-year-olds. While publicly funded, universal programs for young children are long overdue, BC still has no plan to meet the needs of working families, no plan to ensure infants and toddlers (a significant number of whom are in unregulated care) have access to quality care, and no plan to respond to United Nations recommendations on quality, access or affordability.

BC families face a crisis in accessing quality, affordable child care. Fees are too high—the second highest family expense after housing. Wait lists are too long, with a regulated space for only about 20 per cent of BC children. And, the wages of college trained early childhood educators are too low, forcing many to leave the field to earn a living wage.

Is a “made in BC” solution...

While this Plan grew out of the lived experience in BC and builds on our strengths, it also owes much to lessons learned elsewhere. Based on the evidence, it rejects commercial child care as the answer to the current child care crisis and instead looks to public systems that work well—systems that integrate child care and education under one lead ministry (increasingly Education), and where child care and learning come together as strong and equal partners.¹

¹ A BC example of the integration of early care and learning is the Education Department of the Stz’uminus First Nation which operates the Nutsumaht Lelum Child Day Care.



THE PLAN...

Incorporates the best of child care *and* public education...

The Plan focuses on the integration of child care programs regulated under the Community Care and Assisted Living Act, Child Care Licensing Regulation, with early learning programs delivered by schools. On the “child care” side, this includes family child care, preschool, group child care for infants, toddlers and 3 to 5-year-olds, and school age care. On the “school” side, it includes Kindergarten and Grade 1.

This focus, which flows from the mandates and expertise of the two sponsoring organizations, affirms the pivotal role child care plays in supporting families. Licensed BC child care providers interact, on a regular basis, with the families of close to 65,000 children under 6 years of age; this makes child care the largest front line support service for BC families with young children. Given the child care crisis experienced by many families, child care is a top priority.

We support strong family policies and comprehensive services such as income supports, pre/post-natal health services, family resource and parent education programs, and early intervention services—just to name a few. We remain committed to working with the broader early years’ services sector and beyond to meet the needs of all families and children.

Emerged through an extensive community briefing consultation process...

In 2010, we briefed British Columbians on our *Emerging Plan for an Integrated System of Early Care and Learning in BC*.

We distributed over 5,000 copies of the emerging plan, conducted an online survey, and received written comments from more than 700 individuals and groups. We responded to over 60 invitations to present the emerging plan, and as a result visited more than 25 BC communities. We also hosted an on-line webinar that reached hundreds more. Our audiences included, and went well beyond, the child care and community social services sectors. We are proud of the breadth and depth of this briefing process and the meaningful dialogue it encouraged and supported.

We were amazed and humbled by the positive response our emerging plan received.

While there are a few who perhaps don’t agree with the direction of the Plan, don’t see themselves in it, or aren’t ready to endorse it—overwhelmingly, people are convinced by the Plan’s potential to make a difference and want policy makers to move forward with implementation.

Since releasing the first edition of this Plan, we have continued to engage in dialogue with communities across BC. We value all we have learned and we thank everyone who has taken the time to listen and share. The Plan is much stronger as a result of the input. We continue to work on expanding key elements of the Plan.



THE PLAN...

Acknowledges and celebrates innovative practice in BC communities...

As we travel the province, we hear inspiring stories about the work being done in communities, from early childhood community tables, First Nations, and coalitions to programs at colleges and universities, originating from front line practitioners, groups and individuals that do the best they can every day, often with little support. As important as this work is, we sadly still see the vulnerability of young children increasing across the province. We need system change that would make innovative but now isolated examples of quality the daily experience for children across British Columbia.

Demands change from us all...

Change is never easy—perhaps least of all for child care providers who have faced years of instability, band-aid solutions and broken promises. We know our Plan requires a cultural shift that may take a generation to fully achieve. It will take an openness to learn, a willingness to trust, and a generosity of spirit: all values at the core of quality early care and learning programs. We are confident that with these values early childhood educators can and will continue to find their voices to help change the world for children, their families and the workforce.

Doesn't answer every question...

Some elements of the Plan need more discussion and refinement. This includes a workforce development strategy, aligning the child care regulatory framework with the new system, integrating Supported Child Development and Child Care Resource and Referral, embedding early childhood practices into Kindergarten and Grade 1, strengthening the school age care component of the Plan, and coordinating implementation with the broader range of early childhood development and family support/parent education services. We also respect the diverse experiences of children and families new to Canada, and value opportunities to engage with and learn from First Nations and Aboriginal organizations respecting and supporting the right to First Nations control of First Nations education.

We and many others acknowledge there are fundamental differences between child care and other early years programs. Other early years programs receive substantial public and/or philanthropic operating funds, are delivered by non-profit organizations or public institutions and are available to families, regardless of income, at little or no cost. Regrettably, child care does not yet benefit from these same conditions, putting working families and their children at a distinct disadvantage. That is why fundamentally different approaches are required to solve the child care crisis.

So, our invitation to those in the education, family support, early intervention, health, recreation, library, and post-secondary systems and beyond, remains wide open. Please share your visions of how we can work together to honour and advance services and supports for children and families. We welcome the dialogue.

Finally, our Plan is generating unprecedented interest. The next step is for policy makers to embrace the vision and make a commitment to implementation. We stand ready, willing and able to help them do just that.

THE BIG PICTURE

Conditions Needed to Support the Plan

This Plan includes four conditions to support a system of early care and learning: strong family policy, commitment from federal and provincial governments, First Nations and Aboriginal community control, and adequate and stable funding.

Strong Family Policy

In the 2011 report *Does Canada Work for All Generations?*² Paul Kershaw and Lynell Anderson, of UBC's Human Early Learning Partnership, note that Canada has become a country in which it is far harder to raise a young family:

The country's economy has doubled in size since the mid-1970's, yet the new reality for parents with preschool children is a decline in the standard of living. Compared to the previous generation, the average household income for young Canadian couples has flat-lined (after adjusting for inflation) even though the share of young women contributing to household incomes today is up 53 per cent. Meanwhile, housing prices increased 76 per cent across the country (150 per cent in BC) since the mid-1970's.

The generation raising young children today is squeezed for time at home, squeezed for income because of the high cost of housing, and squeezed for services like child care that would help them balance earning a living with raising a family... The resulting work-life conflict [for generation squeeze] also costs employers.

Kershaw and Anderson estimated that work-life conflict among employees with preschool age children costs BC businesses in excess of \$600 million per year, including turnover, absenteeism and health care premiums.

The authors propose a New Deal for Families with Young Children centred on two core family policy changes:

- New both-parent benefits "will ensure that all parents, including the self-employed, have the time and resources to be at home with their newborns, at least until children are 18 months; and
- Thereafter, \$10/day child care services will ensure that parents can afford enough employment time to manage the rising cost of housing and stalled household incomes.

This Plan clearly addresses the key missing service—child care—but its ultimate effectiveness depends on both elements of strong family policy being in place.

Commitment from Federal and Provincial Governments

While the design and delivery of systems of early care and learning are provincial responsibilities, both provincial and federal governments have an obligation to honour their commitments under the UN Convention on the Rights of the Child. This includes the right to access quality early care and learning.

Therefore, the role of the federal government should be to: legislate and fund an enhanced parental leave program that

2 Paul Kershaw and Lynell Anderson, *Does Canada Work for All Generations?* (UBC Human Early Learning Partnership, 2011).

provides parents with up to 18 months of leave, including reserved time for fathers, along with adequate incomes, and; transfer dedicated funds to help build systems of early care and learning, with funds tied to accountability for universality, high quality, affordability, inclusiveness, and democratic governance.

While a commitment from both levels of government would be an asset, the absence of federal commitment does not absolve BC of the responsibility of implementing a solution to the current child care crisis in BC.

First Nations and Aboriginal Community Control

As affirmed by the United Nations Declaration on the Rights of Indigenous Peoples, First Nations and Aboriginal peoples are rightfully claiming and exercising their human and constitutional rights to develop and control culturally relevant programs for their children and families. The UN Declaration guarantees the rights of Indigenous peoples to enjoy and practice their cultures and customs, religions, and languages, and to develop and strengthen their economies and their social and political institutions. Therefore, an effective early care and learning system must provide First Nations communities with the power and resources—with the involvement of Elders and Knowledge Keepers—to design, govern and deliver early care and learning services that meet their needs.

We acknowledged that respectful dialogue with BC's First Nation peoples is critically important. We are committed to furthering that dialogue now, and into the future.

Full support for the right of First Nations and Aboriginal communities to design and deliver services does not absolve the early care and learning system of its responsibility to provide culturally welcoming and affirming programs across BC. We must ensure that all Early Childhood Educators in BC are educated about the history, cultures and practices of First Nations peoples and can integrate these learnings into the programs they provide for all children.

Adequate and Stable Funding

A transformation of early care and learning services from the current “user fee” market system to a publicly funded and delivered system is critical to the success of the Plan. This will require significant additional public funding *and* a change in the way these funds are delivered. Given the historic underfunding of a broad range of early childhood development and family support services, funding to implement this Plan cannot come through reallocation of existing program funds. New investments are required.

Building on previous costing models, HELP's *15 by 15* report calculates that the additional operating cost for a universal, quality, inclusive early care and learning system for BC children under the age of 6 would be \$1.5 billion annually.³ As this Plan also includes services for elementary school age children, the full operating costs would be somewhat higher.⁴ Yet, *15 by 15* also identifies multiple benefits that offset these costs, even in the short term and the experience from Quebec demonstrates that its \$7/day system has paid for itself after 12 years in operation.

As part of a 10-year implementation strategy, provincial funding would increase incrementally over the first five years, with a commitment to stable, long-term funding.

Public funding must be tied to clear system accountability measures with transparent monitoring to ensure it is used to achieve public goals. Initially, existing child care services that integrate into the new system would be funded through contracts for service or similar funding mechanisms.

As Boards of Education develop new programs to meet demonstrated needs, these programs would be funded directly, as is the Kindergarten to Grade 12 system.

3 *15 by 15: A Comprehensive Policy Framework for Early Human Capital Investment in BC*, April 2010, p. 20, www.earlylearning.ubc.ca/research/initiatives/social-change/15-by-15-smart-family-policy/

4 A complementary capital budget to retrofit existing or create new quality spaces will also be required, as will a higher level of investment in ECE post-secondary education.

MOVING FROM A PATCHWORK TO A DEMOCRATIC SYSTEM

Legislative and Policy Change

This Plan proposes a sea change from the current patchwork of fragmented child care services to a cohesive, democratic system of early care and learning.

Historically, the development of child care in BC has depended on the initiative of community groups and individuals. However well-intentioned, the result is a patchwork of isolated programs, high levels of operational fragility, and no guarantee that programs exist where they are most needed. While ad hoc development has not worked for children, families or communities, it is no surprise that some providers value the autonomy they now have over their operations.

The shift from stand-alone programs, no matter who operates them, to a cohesive, democratic system will take time—perhaps a generation. With the right elements in place new generations of early childhood educators will enter a system in which they are respected and supported by the communities to whom they are accountable.

The Plan includes three initiatives that are the foundation of a democratic system: legislation, a new home in the Ministry of Education, and a new role for Boards of Education.

An Early Care and Learning Act for BC

A new Early Care and Learning Act would turn international commitments to honour children's, families' and First Nations' rights to quality early childhood programs into law—for which government can and would be held accountable.

The proposed new Early Care and Learning Act would enshrine the rights of:

- All young children (from birth to 5 years) to access high quality, integrated care and learning services that respect their unique developmental needs;⁵
- All children from age 6 to 12 to access high quality before and after school care that responds to and respects their developmental needs;
- All families, on a *voluntary* basis, to access quality, affordable care for their children;
- Families to be actively engaged in their children's early care and learning programs;
- First Nations and Aboriginal communities to govern, develop and deliver early care and learning services that meet their communities' needs;
- Children with extra support needs to be fully supported and included; and
- Children from families facing economic, social or cultural barriers to be fully supported and included.

5 While this plan supports extended parental leave of 18 months, some families will want and need infant care.

The Early Care and Learning Act would also define how the system is governed and funded, and set out the regulations within which services operate.

This Act would replace the current provision for “early learning programs” in the BC School Act, which narrowly defines Ministry of Education early learning programs as those designed to “improve readiness for and success in kindergarten” and restricts access to only those children whose parent or designated caregiver can attend with them.⁶

Enshrining access to early care as a right equal to the right to public education will help overcome the historic divide between relatively well-funded, universal public education services and relatively poorly funded, poorly regulated, privatized child care services.

An Early Care and Learning Act would bring “child care” to the table as a strong and equal partner with public education and help protect against a downward extension of a narrowly defined academic readiness approach to programs for young children.

A New Home for Early Care and Learning in the Ministry of Education

While BC’s public schools face many challenges, a new home in the Ministry of Education provides an historic opportunity to extend the strengths of the public education system to a public system of early care and learning. These strengths include:

- **Universal entitlement for all children.** The School Act provides this for children from age 5 and up; the new Early Care and Learning Act would provide this for children from birth to age 5.
- **Public funding.** BC law requires that no user fees be charged for Kindergarten to Grade 12 education.⁷ This plan proposes a move to affordable access to early care and learning that is free for families with household incomes under \$40,000 annually.
- **Democratic control.** Elected Boards of Education can strengthen civic engagement in, and ownership of, a public early care and learning system.
- **Public understanding and support.** Just as the public expects and accepts schools in every community, they will come to accept and expect early care and learning as well.
- **Respect and fair compensation for the workforce.** The Plan proposes a way for early childhood educators to increase their education and strengthen their profession.
- **Infrastructure to deliver.** Rather than create new administrative structures, this Plan proposes to make use of the existing infrastructures of the Ministry of Education and Boards of Education.

A home in education does not mean children would start school at a younger age or that all early care programs would necessarily be located in schools. Rather, this Plan calls for the Ministry of Education to be responsible for a system of community-based early care and learning and school age programs for children from birth to 12 years. Children would still start school at age 5 when they enter Kindergarten.

To fulfill this new mandate, the Ministry of Education would need to establish an Early Care and Learning Division with responsibility for stable funding, transition planning, licensing and regulatory frameworks, and workforce development. A designated Director of Early Care and Learning would also be required.

⁶ School Act, Revised Statutes of British Columbia, 1996, page C-12, www.bced.gov.bc.ca/legislation/schoollaw/revisedstatutescontents.pdf.

⁷ Ibid, Section 82, page C-73.



A New Role for Boards of Education⁸

With a new home in the Ministry of Education, elected Boards of Education would be mandated and funded to plan, develop, and govern the delivery of a range of early care and learning (ECL) services in their districts—whether these services are located in community or school facilities. This new mandate builds on the commitment to children and youth, engagement with stakeholders and the relevancy that Boards of Education have within their communities.

To undertake these new responsibilities, school districts would be required to:

- Work with municipal/regional governments and the child care community to develop and implement ECL plans. With annual targets and reporting benchmarks, ECL plans would guide the integration of existing child care services into the education system and the development of new ECL services to meet unmet needs, within a 10-year implementation strategy.
- Create ECL standing committees comprised of families and other stakeholders to guide board decision-making.
- Designate at least one elected board of education trustee as an ECL liaison.
- Assign knowledgeable staff to support ECL programs and find ways to integrate licensing, support for children with unique needs, and resource/referral responsibilities into the new system.
- Ensure that all ECL programs operate in stable and appropriate spaces, whether in schools, on school grounds, or in the community.
- Provide professional development for school district administrators and staff about the board's new responsibilities and programs.

⁸ As noted on page 8, First Nations and Aboriginal peoples have the right to the power and resources they need to design, govern and deliver their own early care and learning programs. First Nation and Aboriginal communities may be funded directly rather than through Boards of Education.

CHILDREN AND FAMILIES COME FIRST

Early Care and Learning Programs and Services



The central goal of a new public system of early care and learning is to meet the needs of children and families. While the policy environment and governance structure outlined above lay a foundation for that system, it is the services the foundation supports that matter for children and families.

With a well-functioning system, families can access quality care and learning services when and where they need them, without having to worry about the infrastructure that makes it possible. This Plan provides an innovative set of services that build on the strengths of the public education system and quality early childhood education.

Putting Care at the Core

The Plan proposes two new categories for early care and learning services – one at the individual program level, the other at the neighbourhood level.

Individual programs participating in the new system would be known as Early Years Centres (since the release of this Plan, the term Early Years Centres is being used by government to describe a very different concept). At the neighbourhood level, EYC's would affiliate into Early Years Networks.

Early Years Centres

This new designation would apply to programs currently licensed under the Child Care Licensing Regulations, e.g. group care for infants, toddlers, and 3 to 5-year-olds, family child care for mixed ages, and preschools for 3 to 5-year-olds. It would only be used for programs that participate in the new system.

EYC's would be:

- Staffed by qualified early childhood educators and family child care providers,
- Play-based programs where children have opportunities to develop physically, socially, emotionally, morally, spiritually, culturally, cognitively and creatively, where each child's self-esteem is enhanced, and a warm, loving atmosphere is maintained
- Places that support a partnership between families and early childhood educators through positive and respectful relationships;
- Diverse enough to offer a range of pedagogical approaches to early childhood education (Reggio Emilia, Montessori, etc.); and
- A BC way to meet the developmental needs of children that puts "care at the core" and also meets the needs of working families, including shift workers.
- An alternative to pre or junior Kindergarten which is typically limited to school day hours in a classroom context.



To become an EYC, programs and providers would

- Embrace a shift from independent operations to participation in a democratic system;
- Affiliate, at the neighbourhood level, with other providers into a unified Early Years Network (see below)
- Develop a plan to demonstrate their readiness and ability to meet the system accountability measures
- Complete an application process to enter into contracts for service or similar funding mechanisms with the local Board of Education.

Early Years Centre Funding and Accountability

Early Years Centres would provide the core services delivered by the new public early care and learning system.

As such, they would receive operational funding, through new public investments in early care and learning, to meet five system accountability measures:

1. Cap parent fees at \$10/day for full-time, \$7/day for part-time, and no user fee for families with an annual income of less than \$40,000;
2. Meet improved staff education and wage levels at an average of \$25 an hour plus 20 per cent benefits
3. Welcome all children, including those with extra support needs;
4. Address demonstrated community need; and
5. Offer play-based programs that are consistent with the BC Early Learning Framework or Aboriginal frameworks.

Early Years Centres that evolve from existing services would receive operational funding through a contract for service or similar funding mechanism from local Boards of Education, while Early Years Centres developed by Boards of Education would be funded directly by those Boards. A formula to recognize differences in regional operating costs would be required.

EYCs would be held accountable for public funds through mechanisms such as open financial records, filed financial statements, audits, and other transparency measures.

During the transition period to the new system, the current child care subsidy program would remain in place to support families who do not yet have access to an affordable space in an EY Network.

Providers who choose not to participate in the system would be able to continue to operate independently, if they meet licensing requirements; however, they would not receive any of the public funds tied to the new system of integrated early care and learning.



Development of Early Years Centre

Early Years Centres would develop in two ways: evolving from existing providers, and creating new EYCs to meet demonstrated needs.

Existing group child care, preschool and regulated family child care providers who want to be part of the new system and are prepared to meet the new accountability measures would become Early Years Centres and members of their local Early Years Network.

Boards of Education would then develop and operate new Early Years Centres in response to the needs identified in their early care and learning plans.

New EYCs offering group programs could be located in schools, purpose-built facilities, on school grounds or other appropriate community facilities such as community recreation centres and community amenity spaces.

Early Years Networks

EY Networks would be clusters of neighbourhood-based regulated full and part-time early care and learning programs that are participating in the new system. These would include Early Years Centres (group and family programs) and school age child care programs.

They would integrate these individual programs into a unified service at a neighbourhood level – offering a range of programs from which families can select the one that meets their needs.

Through EY Networks, early childhood educators, school age providers and family child care providers would be part of a collegial team learn from and with each other, share resources and pursue career paths

EY Networks would develop close working relationships with the schools in their community – easing the transition for children and sharing resources.

EY Networks would also be key players in a coordinated and integrated broader system of early years' services. They would provide a neighbourhood based vehicle to determine unmet needs and plan for growth in the system.

Just like individual EYCs, Networks would first evolve from existing providers who are participating in the new system. Boards of Education would then be responsible for developing and integrating EYCs into neighbourhood based Networks in response to the needs identified in their early care and learning plans.

Over time, EY Networks would exist in every community – just like elementary schools. In rural communities, where young children travel long distances to school, EY Networks could include family child care homes and small group programs closer to home.

For examples of how EY Networks might look, see page 16.

Kindergarten and Grade 1

Quality early care and learning programs are critical to children's development and, whether in child care, Kindergarten or Grade 1, share many common features. While school entry would still begin at age 5, and Kindergarten and Grade 1 would continue to be governed by BC's School Act, this Plan integrates the first two years of school into the system of early care and learning.

To offer children optimal care and learning experiences, this Plan enhances Kindergarten and Grade 1 by:

- Having qualified early childhood educators (ECEs) work with teachers as professional colleagues in order to support full school day, play-based programs, acknowledging the need for protected class size and composition so that the addition of ECEs enhances current ratios;
- Offering an extended full day and full year program for working and other families who want or need it, at the same location and with stable adult/child relationships;
- Respecting the vital role played by Education Assistants (EAs) in public schools and working with them to support the successful inclusion of children with extra support needs; and
- Enhancing early childhood education expertise and perspectives within the Kindergarten to Grade 12 system.

School Age Care

Quality school age care plays a critical role in supporting children's development through the important middle years. While at work or study, families rely on school age care for their children. Consistent, genuine and caring relationships with qualified school age care providers who support children's growing independence are an essential element of an effective early care and learning system.

While more work is needed to deepen the school age component of this Plan, as a starting place:

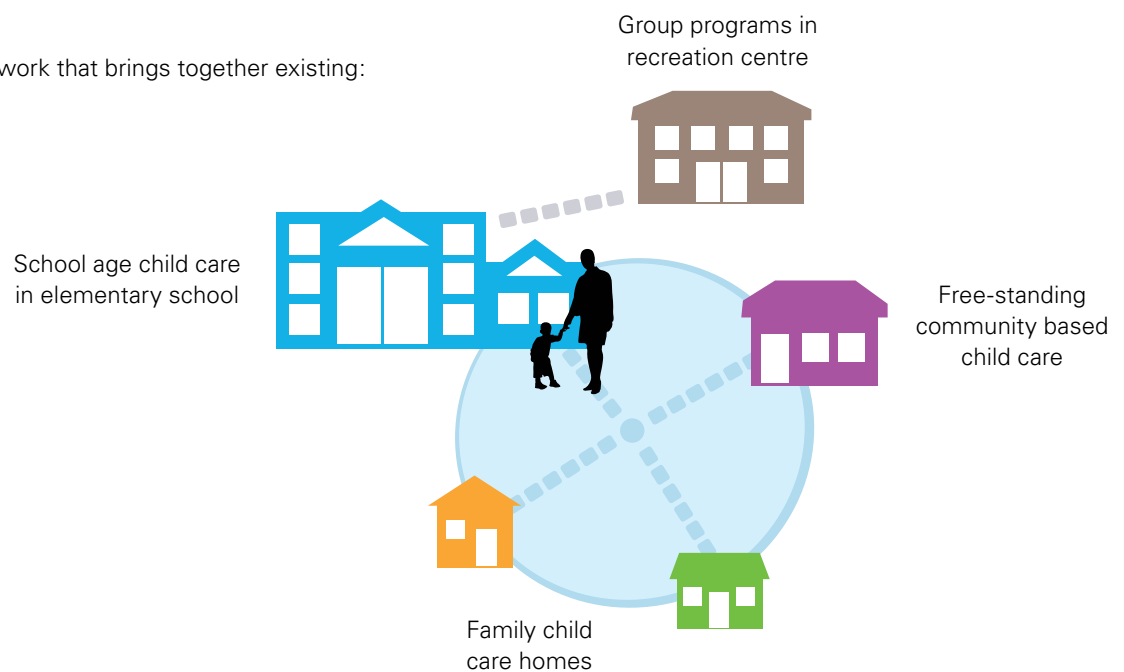
- Regulated school age programs would offer before and after school care and full day care during non-instructional days and school breaks for children from Grade 2 to the end of Grade 7.
- Boards of Education would be responsible for providing quality school age programs wherever there is an identified need.
- Like EY Networks, school age programs would receive public operating funds to meet the five system accountability measures:
 - » Cap parent fees at \$10/day for full-time, \$7/day part-time, no user fee for families earning less than \$40,000 annually;
 - » Meet improved staff education and wage levels at an average of \$25 per hour plus 20 per cent benefits;
 - » Welcome all children, including those with extra support needs;
 - » Address demonstrated community need; and
 - » Offer programs that support children's holistic development.
- Existing school age providers who want to be part of the new system and agree to meet these accountability measures would be funded through contracts for service or similar funding mechanisms with Boards of Education.
- New programs to meet demonstrated needs would be developed and operated by Boards of Education.
- School age programs would work in cooperation with other community services to provide care that meets the full spectrum of children's developmental needs throughout the year.

EARLY YEARS NETWORKS

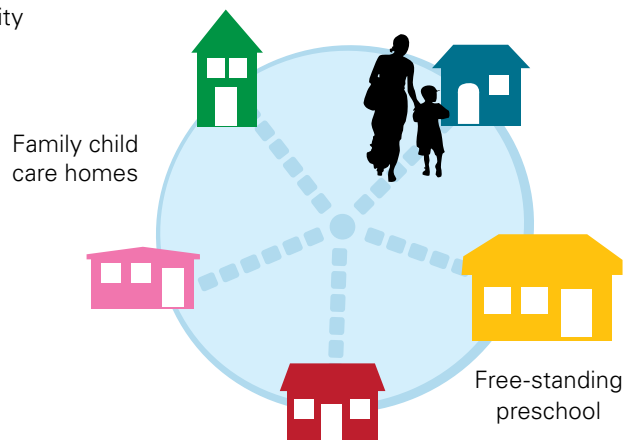
Some Examples

Evolving EY Networks from existing providers

An urban EY Network that brings together existing:

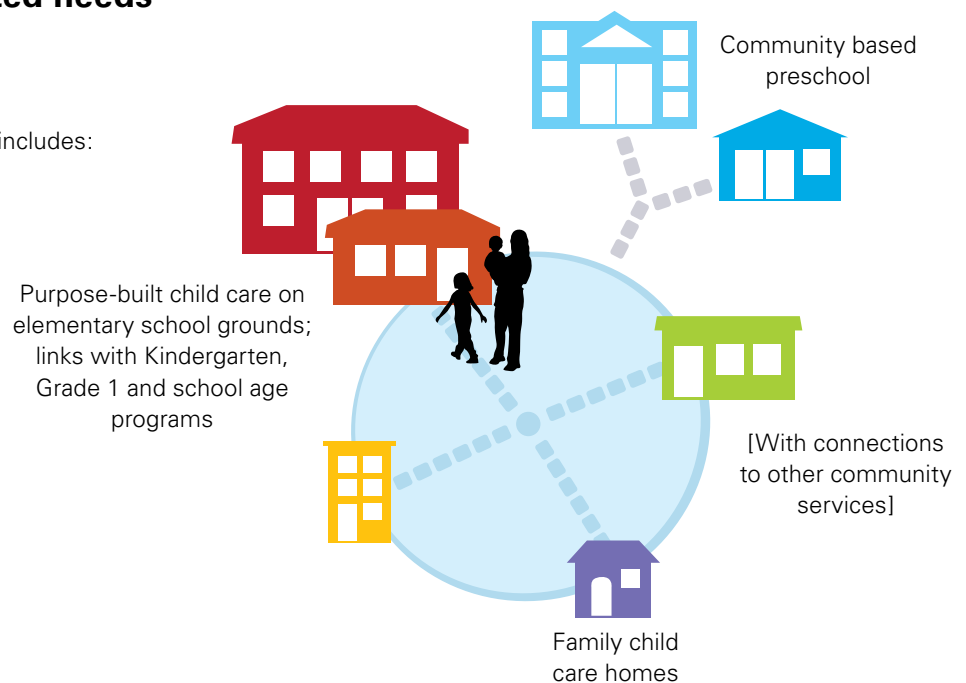


An EY Network in a small community
that brings together existing:

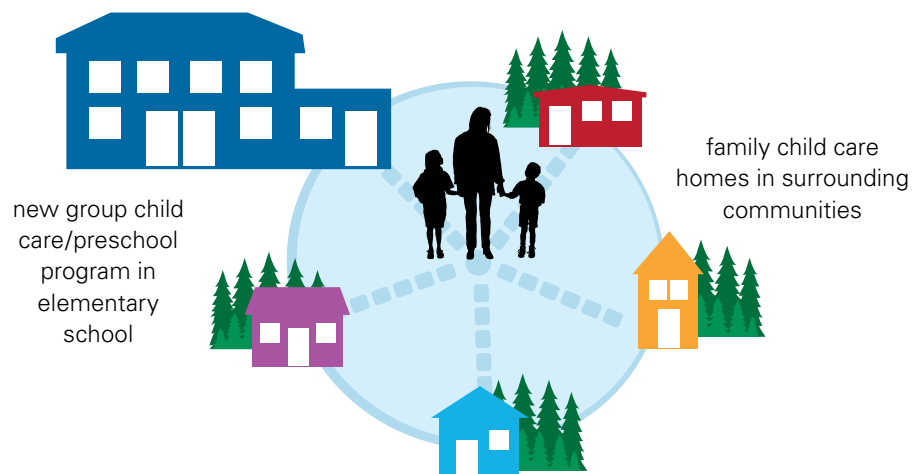


Creating new EY Networks to meet demonstrated needs

A new urban EY Network that includes:



A new rural EY Network that includes:



BUILDING CAPACITY

Investing in the Workforce



The success of this proposed system of early care and learning depends on investing in a respected, well-educated and fairly-compensated workforce.

This would:

- Enhance the quality of early care and learning programs by raising educational standards for all providers;
- Build on ECEs' ethical commitment to pursue, on an ongoing basis, knowledge, skills and self-awareness to be professionally competent;⁹
- Respect the culture, values and expertise of the field of early childhood education; and
- Move ECEs toward parity with teacher credentials and remuneration.

While a comprehensive workforce development strategy is required, this Plan includes three steps for building workforce capacity: a Bachelor of Early Childhood Education as a new educational standard, a diploma as a minimum credential for providers, and support for existing ECEs and providers to upgrade their qualifications.

Bachelor of ECE as the Educational Standard

A Bachelor of Early Childhood Education as the new educational standard recognizes the importance and value of the work done by early childhood educators and invests in their development. It builds on BC's existing and evolving Bachelors of Early Childhood Care and Education and calls for additional degree programs with diverse specialties.

New Bachelor of Early Childhood Education (BECE) degrees should reflect the breadth and depth of knowledge required to support all aspects of the new system, including care for children from birth to age 12 in a variety of settings, care for children in mixed age groupings, support for children with extra needs, and partnering with teachers and other staff members in Kindergarten and Grade 1 classrooms. Articulation with related degrees in fields such as Child and Youth Care would be required. Post-baccalaureate diploma programs with early childhood education specialties for teachers and other professionals should also be available.

Within five years of implementation of the \$10/day Plan, the goal is that at least one early childhood educator in every EYC, Kindergarten, Grade 1, and school age care program should hold a Bachelor of Early Childhood Education degree or a bachelor's degree with an early years specialization from a related field. It is recognized that BC needs an increase in post-secondary opportunities in early childhood education, including distance and online learning.

⁹ Early Childhood Educators of BC, Code of Ethics, 2008.



Diploma as the Minimum Credential for Providers

This Plan includes establishing a diploma as the minimum credential for all child care providers, including those working in family and school age care. This goal recognizes that current educational requirements for ECEs, as well as family and school age providers, are not commensurate with the importance and value of their work and relegate the sector to low wages and recruitment and retention problems.

This standard builds on existing ECE diploma and certificate programs, the Good Beginnings Program for family child care, the Responsible Adult Course, and other courses related to school age care. Diploma programs would address the work done across the sector, including the specific work done in family and school age care, and be articulated with BECE degrees so that diploma graduates enter a bachelor's program at year two or three.

Support for Providers to Upgrade Qualifications

The goal of supporting existing ECEs and providers to upgrade their qualifications recognizes that while future practitioners will enter the sector with new educational standards in place, existing practitioners may need support to upgrade their education.

Existing training and experience would be recognized and the Plan's costing model includes annual funds for practitioners to upgrade their education while they continue to work. Training opportunities should be available across the province and made accessible for all. Post-secondary institutions across BC are already working to strengthen their capacity to offer increased educational opportunities in early childhood education. We trust that the long term vision of this Plan will inform these developments. Strategies to welcome ECEs who have left the field back into the new system would also be helpful.

Mature providers who may not want to upgrade their education to the new standards could remain in their current positions, with their current qualifications, until they decide to retire or move on.

GETTING FROM HERE TO THERE

Building on Strengths

One of the strengths and challenges of implementing this Plan is that it requires change from all partners in the new system.

The cultural shift required to move from stand-alone, isolated child care programs into a cohesive, democratic system may be hard and will definitely take time—perhaps a generation.

Existing ECE practitioners and providers entered the field under different expectations and circumstances. For some, the current high-demand, low-supply market serves their business interests. Others value the independence and autonomy they have over their operations. Others, who have experienced years of instability, are wary. Some may not want to move into a new system. The Plan respects the right of providers to continue to operate independently, as long as they meet licensing requirements; however, they would not receive the public funds tied to the new system and its accountability measures.

Fear of change and private interests must not stand in the way of meeting the needs of BC children and families and respecting the value of early childhood educators. The status quo is not acceptable.

This Plan:

- Builds on existing child care services that have been created and nurtured in communities, despite the obstacles;
- Welcomes all existing providers who are excited by the Plan's potential and want to be part of the new system—children and families need their services and the new system needs their wisdom and experience; and
- Ensures future generations of early childhood educators will enter a field where their work is respected and supported by, and accountable to, the community it serves.

Implementation will take generosity of spirit, community engagement and vigilance, and an openness to learn through practice—and make adjustments as needed.

Implementation

Once legislation is enacted, an initial five-year budget commitment within a 10-year implementation strategy, with annual benchmarks, will be required. This time frame provides a stable context for implementation, assures the community of government's long-term commitment, and provides opportunities for learning and adapting as the Plan moves forward.

Significant investment and action will be required in the first five years. This front loading will provide access to quality, affordable early care and learning services to large numbers of BC children and families as quickly as possible.

In response to BC's changing political context, the key initial implementation steps are:

1. A COMMITMENT FROM GOVERNMENT TO EMBRACE AND IMPLEMENT THE PLAN

Primary responsibility for enacting this Plan rests with the provincial government, which needs to commit to its vision and goals. The needs of BC children and families should be a non-partisan issue that garners support from all. A federal commitment to support BC's implementation of this Plan will also be important to success, but provincial action on this issue must not be dependent on the federal government's willingness to come to the table.

A commitment from Boards of Education to take up their new mandate for early care and learning is essential. Support and cooperation from local governments and other public governing bodies is also important.

2. ENACTING THE EARLY CARE AND LEARNING ACT

The first step is for the BC Legislature to pass an Early Care and Learning Act. This will provide a stable legislative and regulatory framework for implementing the Plan and alleviate legitimate concerns about a downward extension of a narrow academic-readiness focus.

3. MOVING CHILD CARE TO THE MINISTRY OF EDUCATION

Following the lead of most other Canadian provinces and territories, responsibility for child care policy and programs should immediately be moved to the Ministry of Education. The ministry could then work with local Boards of Education to develop plans with targets and timelines for providing early care and learning services for all, with a priority on services that meet the needs of young children and working families. Boards of Education should give top priority to expanding access to full-time programs for young children before they enter Kindergarten through the development of Early Years Centres. This responds to the majority of BC families who need quality, affordable care for their children while they work or study. Within this priority, school districts can and must develop early care and learning plans that build on their communities' assets and respond to their communities' needs.

4. DEVELOPING A FIVE-YEAR ROLL OUT WITH A STABLE BUDGET

Successful implementation will require a stable budget on which to proceed; this is the only way to assure child care providers, Boards of Education, and other partners that the necessary funds will be there to reach the targets and timelines they establish. Significant investment, with annual reporting on benchmarks, is required to provide access to services for a large number of children and families as quickly as possible and ensure returns to government.

5. SUPPORTING FIRST NATIONS AND ABORIGINAL PEOPLES

As a significant and necessary layer of the child care system we need in BC the government must support the BC First Nations Early Childhood Development Framework and Creating Pathways – An Aboriginal Early Years Five Year Strategic Plan

6. IMMEDIATE ACTION

Recognizing that it will take 5 to 10 years to fully realize the \$10/day Plan's potential, we recommend that government begin to implement the Plan by immediately:

- Making a commitment to address affordability by reducing parent fees to \$10/day for all licensed infant and toddler spaces (in group and family settings) that are willing to commit to the accountability measures – this step recognizes that the current crisis is most acute for infants and toddlers who, at their most vulnerable stage, are over-represented in unregulated care; and
- Put child care at the top of the agenda in discussions with the federal government as transfers of dedicated funds to build early care and learning systems will make implementation even more affordable for the province.

MOVING THE PLAN FORWARD



Our *Community Plan for a Public System of Integrated Early Care and Learning in BC* offers a concrete, innovative and ambitious way forward. It provides a framework for significant and lasting system change. While it does not yet answer every question,¹⁰ the support it has generated is unprecedented and only continues to grow.

Moving the Plan forward depends on a willingness to meld this excitement into a cohesive voice that resonates with the public and impels decision makers to act.

We all have a role to plan in promoting the Plan and ensuring it frames the ongoing public dialogue about early care and learning. Let all elected officials know we want and expect the \$10/day Plan to be implemented in BC:

1. Share the Plan

Visit our website at ccabc.bc.ca/plan or ecebc.ca/news/integrated_project.html to:

- Send the PDF or the link for this Plan to your contacts and to all elected officials in your riding;
- Connect to our materials — posters, postcards, video and Plan “dollars”;
- Download the Plan fact sheets:

- 1** For BC Parents: What the Plan Means for Families, November 2011 in English, Chinese, Filipino, Punjabi, Spanish and Vietnamese
- 2** It Makes Good Dollars & Sense: Economic Rationale For Public Investment, December 2011
- 3** By The Numbers: BC Children, Families and Child Care, December 2011

- 4** \$10 A Day Child Care: A Key to Ending Family Poverty, October 2012
- 5** \$10 A Day Child Care: Good for BC Business, January 2014

2. Endorse the Plan

Join the growing number of British Columbia citizens, businesses, organizations, and academics endorsing the Plan:

www.cccabc.bc.ca/plan/endorse-the-plan

3. Promote the Plan on social media



Visit the website and follow links to share the plan on Facebook, Twitter and other social media sites.

¹⁰ For more detailed answers to frequently asked questions see www.cccabc.bc.ca/cccabcdocs/integrated.html and www.ecebc.ca/news/integrated_project.html.

MAP OF LOCAL GOVERNMENT SUPPORT FOR THE \$10/DAY CHILD CARE PLAN





COALITION OF
**child care
advocates**
OF BC

WE APPRECIATE THE FINANCIAL OR IN-KIND SUPPORT OF:



List of Organizational Supporters

Municipal Governments and Governmental Organizations

- Cariboo Regional District – [Endorsement letter](#)
- City of Burnaby – [Endorsement letter](#)
- City of Cranbrook – [Endorsement letter](#)
- City of Dawson Creek – [Endorsement letter](#)
- City of Duncan – [Council minutes \(see p. 4\)](#)
- City of Fort St. John – [Endorsement letter](#)
- City of Nanaimo – [Council minutes \(see p. 9-10\)](#)
- City of New Westminster – [Council minutes \(see p. 11\)](#)
- City of North Vancouver – [Endorsement letter](#)
- City of Port Coquitlam Finance and Intergovernmental Committee – [Committee Minutes \(see p. 3\)](#)
- City of Powell River – [Council minutes \(see p. 7\)](#)
- City of Prince George – [Endorsement letter](#)
- City of Salmon Arm
- City of Surrey – [Endorsement letter](#)
- City of Terrace
- City of Vancouver – [Council meeting agenda](#)
- City of Vancouver Women's Advisory Committee – [Endorsement letter](#)
- City of Vernon – [Endorsement letter](#)
- City of Victoria – [Council minutes \(p. 6\)](#)
- City of Williams Lake – [Endorsement letter](#)
- Cowichan Valley Regional District – [Endorsement letter](#)
- District of Kitimat
- District of North Vancouver – [Council agenda](#)
- District of Oak Bay – [Endorsement letter](#)
- District of Squamish – [Council agenda](#)
- District of Tofino
- District of Ucluelet
- District of Wells – [Endorsement letter](#)
- District of West Vancouver – [Council meeting minutes \(p. 6\)](#)
- Greater Vancouver Regional District (GVRD) Board of Directors – [Provincial Early Care and Learning Program](#)
- Lower Mainland Local Government Association – [Provincial & Federal Investment In Early Care & Learning](#)
- Municipality of Bowen Island – [Council meeting minutes](#)
- Municipality of North Cowichan – [Endorsement letter](#)
- North Central Local Government Association
- Resort Municipality of Whistler
- Town of Comox – [Endorsement letter](#)
- Town of Ladysmith – [Council meeting minutes](#)
- Town of Lake Cowichan – [Council meeting minutes](#)
- Union of British Columbia Municipalities – 2014 Resolution (B39), [2012 Resolution \(B50\)](#), [2011 Resolution \(B66\)](#)
- Vancouver Joint Child Care Council
- Vancouver Parks Board – [Motion to support the Plan](#)

- Vancouver Public Library – [Board meeting minutes – June 2011](#)
- Village of Kaslo – [Endorsement letter](#)

ECD and Child Care Organizations

- Abbotsford Early Childhood Committee – [Letter of support](#)
- Alberni Valley Childcare Society, Port Alberni
- BC Aboriginal Child Care Society
- BC Confederation of Parent Advisory Councils – [Resolution: Develop an Early Care and Learning Strategy](#)
- BC Council for Families – [Media release](#)
- Beaufort Children’s Centre, Courtenay – [Motion](#)
- Bowen Children’s Centre Society, Bowen Island
- Buddings Children’s Garden & Daycare - [Endorsement letter](#)
- Campbell River Child Care Society – [Endorsement letter](#)
- Campbell River Early Childhood Development Table – [Endorsement letter](#)
- Canadian Child Care Federation – [Letter of support](#)
- Cariboo Family Enrichment Centre
- Child Care Advocacy Association of Canada – [Endorsement letter](#)
- Christian Life Children’s Centre Society, Campbell River
- Comox Valley Children’s Day Care Society – [Endorsement letter](#)
- Comox Valley Early Years Inter-Agency Council – [Endorsement letter](#)
- Cowichan Valley ECEBC Branch – [Endorsement letter](#)
- Cridge Centre for the Family
- Dragonfly Child Care & Family Resource Centre
- Evolution Child Development Centre, Sooke
- First Call: BC Child and Youth Advocacy Coalition – [Endorsement letter](#)
- Forest Circle Society for Families – [Endorsement letter](#)
- Fort Langley Child Care Society – [Endorsement letter](#)
- Grandview Terrace Child Care Society
- Growing Together Child and Parent Society, Duncan
- Haida Gwaii Early Childhood Development Table – [Endorsement letter](#)
- Kamloops Branch, Early Childhood Educators of BC
- Kamloops Child Development Society – [Endorsement letter](#)
- Kaslo Early Childhood Coalition – [Endorsement letter](#)
- Kootenay Family Place
- Kootenay Kids Society – [Endorsement letter](#)
- Maxxine Wright Early Care & Learning Centre, Surrey
- McGregor Child Care Society
- Nakusp Healthy Families Resource Group
- North Okanagan Early Childhood Development Coalition
- North Okanagan ECEBC Branch
- Paces Daycare Society, Terrace
- PacificCare – [Endorsement letter](#)
- Parent Support Services Society of BC
- Pemberton Child Care Society – [Endorsement letter](#)
- Pender Island Child Care Society
- Pied Piper Parent Participation Preschool – [Endorsement letter](#)
- Play and Learn Child Care, Kamloops
- PLAY Victoria

- Powell River ECEBC Branch
- Qaqaualas Heiltsuk House of Learning – [Endorsement letter](#)
- Quadra Children’s Centre, Quathiaski Cove
- Revelstoke Early Childhood Development Committee – [Endorsement letter](#)
- Salmo Child Care Society – [Endorsement letter](#)
- School Age Child Care Association of BC – [Endorsement letter](#)
- SFU Childcare Society - [Endorsement letter](#)
- Shining Star Daycare, Coquitlam
- Shuswap Children’s Association – [Endorsement letter](#)
- Shuswap Early Childhood Development Committee
- Sicamous and Malakwa Early Childhood Development Committee – [Endorsement letter](#)
- Society for Children and Youth of BC
- The South Peace Building Learning Together Society, Dawson Creek
- Sunrise Resources for Early Childhood Development – [Endorsement letter](#)
- Sunshine Coast Early Childhood Development Planning Table – [Letter of support](#)
- Today’N’Tomorrow Learning Society – [Endorsement letter](#)
- Tofino Community Children’s Centre
- United Family Child Care Providers Society – [Endorsement letter](#)
- University of British Columbia Child Care Services Parent Council – [Advocacy website](#)
- Vancouver Branch, Early Childhood Educators of BC
- Wee Ones Early Care and Learning, South Slokan
- Westcoast Child Care Resource Centre – [Westcoast Board of Directors Endorsement](#)
- Westview Child Care Centre Society, Prince Rupert – [Endorsement letter](#)
- Williams Lake Children First Initiative – [Endorsement letter](#)
- Williams Lake & District Daycare Centre – [Endorsement letter](#)

Labour Organizations

- BC Federation of Labour – [Endorsement letter](#)
- BC Federation of Retired Union Members
- BC Ferry and Marine Workers’ Union – [Endorsement letter](#)
- BC Government and Service Employees’ Union (BCGEU) – [Endorsement letter](#)
- BCGEU Local 309
- BC Nurses’ Union
- BC Teachers’ Federation – [Letter of support](#)
- Campbell River Courtenay and District Labour Council
- Canadian Auto Workers BC Office – [Endorsement letter](#)
- Canadian Auto Workers Local 2002 – [Endorsement letter](#)
- Canadian Auto Workers Local 3000 – [Endorsement letter](#)
- Canadian Office and Professional Employees’ Union Local 378 – [Endorsement letter](#)
- Canadian Labour Congress – [Endorsement letter](#)
- Canadian Union of Postal Workers – Pacific Region
- Compensation Employees’ Union – [Endorsement letter](#)
- CUPE BC – [Endorsement letter](#)
- CUPE Local 716 – [Endorsement letter](#)
- CUPE Local 951
- CUPE Local 2278
- CUPE Local 2950
- Greater Vancouver Community Social Services Workers CUPE Local 1936

- Health Sciences Association – [Endorsement letter](#)
- Hospital Employees Union – [Endorsement letter](#)
- International Longshore & Warehouse Union Local 500
- International Union of Operating Engineers (IUOE) Local 963
- Nanaimo, Duncan and District Labour Council – [Endorsement letter](#)
- New Westminster and District Labour Council – [Endorsement letter](#)
- Public Service Alliance of Canada, BC Region – [Endorsement letter](#)
- UFCW Local 247 – [Endorsement letter](#)
- UFCW Local 1518 – [Endorsement letter](#)
- Union of BC Performers – [Endorsement letter](#)
- Vancouver and District Labour Council – [Endorsement letter](#)

Education Sector

- Alberni District Teachers' Union
- Anti-Poverty Committee of the Surrey Teacher's Association
- BCIT Faculty & Staff Association
- BC Primary Teachers' Association – [Endorsement letter](#)
- BC Retired Teachers' Association – [Letter of support](#)
- BC School Trustees' Association – [AGM 2012 Resolutions](#) (p. 37)
- Burnaby Teachers' Association – [Endorsement letter](#)
- Camosun College Child Care Services Planning & Review Committee – [Endorsement letter](#)
- Camosun Women's Collective
- Canadian Federation of Students – BC – [Endorsement letter](#)
- Capilano University Department of Women's and Gender Studies
- Community School Association of Bowen Island Elementary School
- Coquitlam Teachers' Association – [Endorsement letter](#)
- Douglas Students' Union – [Endorsement letter](#)
- Fédération des parents francophones de C.-B. (BC Francophone Parents Federation) – [Endorsement letter](#)
- Federation of Post-Secondary Educators of BC – [Endorsement letter](#)
- Greater Victoria Teachers' Association
- Haida Gwaii Teachers' Association
- Human Early Learning Partnership – [Endorsement letter](#)
- Kamloops Thompson Teachers' Association
- Kwantlen Student Association – [Affordable Child Care Policy](#)
- Langley Teachers' Association
- Liberation Learning Project
- Peace River South Teachers' Association – [Endorsement letter](#)
- Prince Rupert District Teachers' Union – [Letter of support](#)
- School District 5, Southeast Kootenay – [Letter of support](#)
- School District 8, Kootenay Lake
- School District 19, Revelstoke – [Endorsement letter](#)
- School District 20, Kootenay Columbia – [Resolution](#)
- School District 23, Central Okanagan
- School District 35, Langley
- School District 39, Vancouver – [Trustees and representatives support the Plan](#)
- School District 41, Burnaby – [Report from meeting](#)
- School District 42, Maple Ridge-Pitt Meadows
- School District 43, Coquitlam – [Letter of support](#)

- School District 44, North Vancouver – [Endorsement letter](#)
- School District 45, West Vancouver – [Endorsement letter](#)
- School District 46, Sunshine Coast – [Submission to Standing Committee on Finance](#)
- School District 47, Powell River – [Meeting minutes \(p. 3\)](#)
- School District 48, Sea to Sky – [Letter of support](#)
- School District 50, Haida Gwaii – [Endorsement letter](#)
- School District 52, Prince Rupert
- School District 53, Okanagan Similkameen – [Endorsement letter](#)
- School District 61, Greater Victoria – [Meeting minutes](#)
- School District 64, Gulf Islands – [Letter to Minister Abbott](#)
- School District 67, Okanagan Skaha
- School District 68, Nanaimo-Ladysmith – [Endorsement letter](#)
- School District 70, Port Alberni
- School District 72, Campbell River – [Meeting minutes](#)
- School District 71, Comox Valley
- School District 79, Cowichan Valley
- School District 84, Vancouver Island West
- School District 93, Conseil scolaire francophone de la Colombie-Britannique
- Simon Fraser University Graduate Student Society – [Endorsement letter](#)
- Social Justice Committee of School District 46
- Society for Canadian Women in Science and Technology - [Endorsement letter](#)
- Sunshine Coast Teachers' Association
- Surrey Teachers' Association
- Thompson Rivers University Student Union – [Endorsement letter](#)
- UBC Alma Mater Society – [Resolution](#)
- University of Victoria Women's Centre
- Vancouver District Parent Advisory Council – [Meeting minutes](#)
- Vancouver District Students' Council – [Website](#)
- Vancouver Elementary School Teachers' Association (VESTA)

Community, Service and Advocacy Organizations

- Aboriginal Mother Centre Society
- ACORN Canada – [Endorsement letter](#)
- Atira Women's Resource Society
- Board Voice Society of BC – [Endorsement letter](#)
- BC Association of Community Response Networks
- BC Poverty Reduction Coalition
- BC Society of Transition Houses
- Bowen Island Literacy Task Force
- Britannia Community Centre Services Society – [Endorsement letter](#)
- Burnaby Family Life – [Endorsement letter](#)
- Canada Without Poverty
- Canadian Centre for Policy Alternatives – BC office
- Canadian Federation of University Women – BC Council – [Letter of support](#)
- Centre for Child Honouring – Raffi Cavoukian
- Child and Youth Care Association of BC – [Endorsement letter](#)
- Collingwood Neighbourhood House Society
- Columbia/Kootenay Advocacy and Education Resource Society

- Council of Canadians, Victoria
- Council of Senior Citizens' Organizations of BC – [Endorsement letter](#)
- Developmental Disabilities Association of Vancouver-Richmond – [Endorsement letter](#)
- Downtown Eastside Neighbourhood House
- Federation of Community Social Services of BC
- Frog Hollow Neighbourhood House – [Letter of support](#)
- Gordon Neighbourhood House
- Kamloops and District Elizabeth Fry Society
- Kootenay Boundary Community Services Co-operative – [Endorsement letter](#)
- Kwantlen Public Interest Research Group
- Little Mountain Neighbourhood House Society
- Nanaimo Aboriginal Centre – [Endorsement letter](#)
- Network of East Vancouver Community Organizations (NEVCO) – [Letter of support](#)
- North Shore Women's Centre
- Ontario Coalition for Better Child Care
- Pacific Community Resources Society – [Endorsement letter](#)
- Parksville-Qualicum Kairos
- Pivot Legal Society
- PLEA Community Services Society – [Endorsement letter](#)
- Prince Rupert Association for Community Living – [Endorsement letter](#)
- Quadra Literacy Now – [Endorsement letter](#)
- Ray-Cam Co-operative Centre
- Richmond Women's Resource Centre
- Sheway – [Endorsement letter](#)
- Single Mothers' Alliance of BC
- Social Planning Council for the North Okanagan
- Somenos Women's Institute – [Endorsement letter](#)
- South Vancouver Neighbourhood House – [Endorsement letter](#)
- Summit Community Services Society – [Endorsement letter](#)
- Union Gospel Mission – [Endorsement letter](#)
- Vancity Community Foundation
- Vancouver Council of Women – [Endorsement letter](#)
- Vancouver Rape Relief and Women's Shelter
- Vancouver Status of Women
- Vibrant Abbotsford
- West Coast LEAF (Women's Legal Education and Action Fund) – [Endorsement letter](#)
- Women Against Violence Against Women
- Women Transforming Cities International Society – [Endorsement letter](#)
- YWCA Metro Vancouver

Health Sector

- BC Health Coalition
- Health Officers' Council of British Columbia – [Letter of support](#)

Business Support

- Better Men Solutions
- Commercial Street Cafe
- Ethos Strategy Group – [Endorsement letter](#)

- Hands On Publications
- In-Yoga Studio – [Endorsement letter](#)
- Indo-Canadian Voice – [Endorsement letter](#)
- Jack of All Trades
- Joshua Berson Photographics
- Ki Fitness & Health – [Endorsement letter](#)
- Marine Printers – [Endorsement letter](#)
- Nails by Diane – [Endorsement letter](#)
- Natural Pod – [Endorsement letter](#)
- NOW Communications
- Pemberton and District Chamber of Commerce – [Motion](#)
- SECPRO Securities
- Solstice Salon & Boutique – [Endorsement letter](#)
- Stellar Seeds – [Endorsement letter](#)
- Surrey Board of Trade – [Letter of support](#)
- Sustainable Cinema
- Sustainable Produce Urban Delivery (SPUD) – [Endorsement letter](#)
- Tofino-Long Beach Chamber of Commerce – [Endorsement letter](#)
- Trail and District Chamber of Commerce – [Endorsement letter](#)
- Vancity Credit Union
- West Star Communications – [Letter of support](#)

Political Support

- Andrea Reimer, Vancouver City Councillor
- BC New Democratic Party – [2013 Convention Resolution](#)
- Cherie Payne, School Trustee, Vancouver Board of Education
- Coalition of Progressive Electors – [Endorsement letter](#)
- Colin Basran, Kelowna City Councillor
- Constance Barnes, Vancouver Park Board Commissioner
- Don Davies, Member of Parliament (Vancouver Kingsway)
- Dr. Kerry Jang, Vancouver City Councillor
- Fin Donnelly, Member of Parliament (New Westminster-Coquitlam and Port Moody)
- Green Party of Vancouver
- Jean Crowder, Member of Parliament (Nanaimo-Cowichan)
- Joan Sorley, Director, Area F, Cariboo Regional District
- Jinny Sims, Member of Parliament (Newton North Delta)
- Kennedy Stewart, Member of Parliament (Burnaby-Douglas)
- Larry Campbell, Senator
- Libby Davies, Member of Parliament (Vancouver East) – [Letter of support](#)
- Lisa St. Denis, Member of Parliament (Saint-Maurice-Champlain)
- Mike Lombardi, School Trustee, Vancouver Board of Education
- Mitch Campsall, Mayor, District of 100 Mile House
- Nancy Bepple, Kamloops City Councillor
- Olivia Chow, Member of Parliament (Trinity-Spadina)
- OneCity – [Endorsement letter](#)
- Patti Bacchus, Chair, Vancouver Board of Education
- Peggy Nash, Member of Parliament (Parkdale-High Park)
- Peter Julian, Member of Parliament (Burnaby-New Westminster) – [Endorsement letter](#)

- Raymond Louie, Vancouver City Councillor
- Sarah Blyth, Vancouver Park Board Commissioner
- Senator Mobina Jaffer
- Vision Vancouver – [Endorsement letter](#)

Academic Endorsements

Karen Chandler

Professor, Centre for Early Childhood Development
George Brown College

BC Early Childhood Education Articulation Committee

Enid Elliot, Ph.D.

Adjunct Professor
University of Victoria School of Child and Youth Care and Camosun College

Dr. Tammy Findlay

Assistant Professor
Mount Saint Vincent University

Human Early Learning Partnership

University of British Columbia

Human Services Department

Selkirk College

Dr. Paul Kershaw

Associate Professor, UBC
Djavad Mowafaghian Foundation Scholar,

Laurie Kocher, Ph.D.

Early Childhood Education Program
Douglas College

Patricia McCelland, B.A. ECE, M.Ed.

Instructor Early Childhood Education and Care
British Columbia Teacher Federation Member

Dr. Charles E. Pascal

Author of Ontario's early learning blueprint, *With Our Best Future in Mind*
Professor of Human Development, University of Toronto

School of Child and Youth Care

University of Victoria

Dr. Shelagh Day

Director of the Poverty and Human Rights Centre

Susan Prentice, Ph.D.

Professor, Department of Sociology
University of Manitoba

Dr. Amy Salmon, Ph.D.

Clinical Assistant Professor, UBC School of Population and Public Health, Faculty of Medicine
Adjunct Professor, UVIC, Faculty of Human and Social Development

Dr. Diane-Gabrielle Tremblay

Canada Research Chair on the socio-organizational challenges of the Knowledge Economy
Director of the Community-University Research Alliance on work-life balance over the life-course

Professor Margot Young

Faculty of Law, University of British Columbia

Penny Gurstein, PhD, MCIP, RPP

Professor and Director, School of Community & Regional Planning and Centre for Human Settlements
University of British Columbia

Professor Susan B. Boyd, F.R.S.C.

Professor and Chair in Feminist Legal Studies
Faculty of Law at Allard Hall, UBC

Sample Motions of Support

Sample Motion to city/municipal council

Whereas

We value and welcome young children and their families in our community

Our community's economic and social sustainability depends on families having access to quality, affordable early care and learning

We cannot meet our community's child care needs on our own

We are encouraged by the potential of the Community Plan for a Public System of Integrated Early Care and Learning to make a real difference for BC children, families and communities.

Be it resolved that (add council name)

Endorses the vision and goals of the *Community Plan for a Public System of Integrated Early Care and Learning* (*\$10 A Day Child Care Plan*)

Urges the province to commit to the Plan's vision, allocate adequate funds and work with communities to immediately begin its implementation.

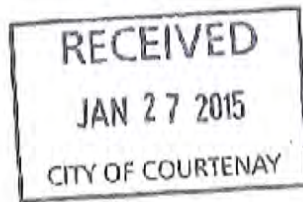
Commits to work with our community, the province and other stakeholders to move the Plan forward in our community.

DELEGATION APRIL 7 2015

General Information
#201-1308-1111 High Ave Courtenay BC V9N 1A1
Tel: 250-760-0011 Fax: 250-236-2630
Email: info@johnhow.ca Website: www.johnhow.ca

The John Howard Society
of North Island

The Honorable Larry Jangula
Mayor of Courtenay and
Members of the City Council
830 Cliffe Avenue
Courtenay, BC, V9N 2J7



New
Be

January 16, 2014

Dear Mayor Jangula and City Council Members;

The John Howard Society of North Island (JHSNI) is grateful to the City of Courtenay for the support you have shown our programs for vulnerable youth over the years. We are writing this letter to update you on our KidStart Volunteer Mentoring Program.

KidStart is the only one-to-one mentoring program in the Comox Valley. KidStart connects children and youth ages 6-18 with carefully screened and trained adult volunteer mentors. Through role modeling and encouraging kids to participate in activities that build their confidence, mentors help children and youth become more resilient and successful in the face of numerous challenges in their lives. Each child in KidStart has experiences that indicate their need for support. The loss of a family member, challenges at school, or stresses at home are all reasons that a child will be identified as needing a supportive adult friend. Children in KidStart and their families greatly appreciate this program.

KidStart is funded solely by donations, fundraising, and gaming funds. Each year the agency struggles to find enough funding to support the program. We have come up with an innovative funding initiative called KidStart Champions that we would like to share with you. KidStart Champions support local children to participate in KidStart.

KidStart Champions choose from three levels of monthly sponsorship. Gold = \$100/month (\$1,200/year) and covers the cost of a child's participation in KidStart. Silver = \$50/month (\$600/year) and Bronze = \$25/month (\$300/year). KidStart Champions can be individuals or groups. We publicize new Champions in a press release submitted to the local media and through our JHSNI newsletter, website, Facebook page, and annual report. Donors receive a charitable tax receipt and a profile of the child they are supporting (names are changed to protect privacy).

At this time there are 49 children and youth on the waitlist for KidStart in the Comox Valley. If a group of people pool their donations, just a few dollars each per month can sponsor a local child and make a big difference in the community. Would the City of Courtenay or a group of Council members/ staff be interested in supporting a child in KidStart? We would love to make a presentation to Council and/or staff about the KidStart Champion initiative. Please contact Wendy Thurlborn, Comox Valley KidStart Coordinator, at 250-338-7341 or wendyt@jhsni.bc.ca to arrange a presentation at your earliest convenience.

Thank you for considering our request.

Respectfully,

Wendy Richardson, Executive Director

www.jhsni.bc.ca



THE CORPORATION OF THE CITY OF COURTENAY

STAFF REPORT

To: Council

File No.: 1670-00

From: Chief Administrative Officer

Date: April 7, 2015

Subject: Council Resolution – Asset Management Planning Grant Application

PURPOSE:

This report seeks a Council Resolution to apply for a Provincial Government \$10,000 Asset Management Planning Grant offered to improve staff competencies in the practice of Asset Management.

CAO RECOMMENDATIONS:

That, based on the April 6, 2015 staff report “*Council Resolution – Asset Management Planning Grant Application*”, Council approve Option 1 to endorse the grant application with a Resolution as follows:

“THAT an application for \$10,000 for funding under the UBCM’s new Asset Management Planning Program is supported.”

Respectfully submitted,

David Allen, BES, CLGEM, SCLGM
Chief Administrative Officer

BACKGROUND:

All local governments in British Columbia own, operate and maintain a wide array of infrastructure assets. These assets include, but are not limited to, transportation networks, water distribution networks, sewage collection systems, information technology systems, vehicle and equipment fleets, parks and civic facilities.

The *Asset Management Planning Program* was created in 2014 through a \$1.5 million grant from the Ministry of Community, Sport & Cultural Development. The intent of the program is to assist local governments in delivering sustainable services by extending and deepening Asset Management practices within their organizations.

Therefore, this program was created to provide up to \$10,000 in support of eligible Asset Management activities such as Assessing, Planning and Implementing these practices.

DISCUSSION:

Council may have noticed the practice of Asset Management is a common theme amid the 2015 budget discussions and the granting opportunities offered by senior governments and agencies (Canada, BC, UBCM, FCM, etc.). As the term ‘practice’ implies, practitioners must hold certain skills to implement the practice successfully.

In early 2014 an internal survey tool called “AssetSMART” was used to gain an understanding of, among other things, the depth of initial corporate training needed to develop an organization-wide Asset Management system. The outcomes were initiated in 2014 and the remaining near-term needs are represented in Table 1.

Table 1. Courtenay 2015 Asset Management Staff Training Requirements

							Cost	Participants
NAMS Training - Jeff Roorda and Associates							\$ 4,500.00	5
Asset Management Planning Certificate training - Institute of Public Works Engineering Australasia							\$ 2,600.00	1
Developing a Levels of Service Framework (with DNV) - Jeff Rorda and Associates							\$ 1,800.00	2
Building a Business Case Workshop - Ron Dragan Consulting Services							\$ 8,500.00	16
Capital Project Management certificate training - MMCD Association of British Columbia							\$ 2,000.00	3
Long Term Financial Plan Training - Government Financial Officers' Association of BC							\$ 3,250.00	5
							\$ 22,650.00	
Less BC Asset Management Planning Program Grant							-\$10,000.00	
						Total Included in 2015 Operating Budget	\$12,650.00	

FINANCIAL IMPLICATIONS:

Represented in the draft 2015-2019 Financial Plan; while only a small portion of senior staff Professional Development costs, this grant off-sets those specific to Asset Management training by nearly half. Revenue anticipated from this grant is included in the draft financial plan and were the grant not received, the cost of this essential training would have to be diverted from other training needs.

ADMINISTRATIVE IMPLICATIONS:

Included in the 2015 Workplan and represents approximately 600 training hours.

STRATEGIC PLAN REFERENCE:

Part of 2015 CAO Operational Strategy #3

OFFICIAL COMMUNITY PLAN REFERENCE:

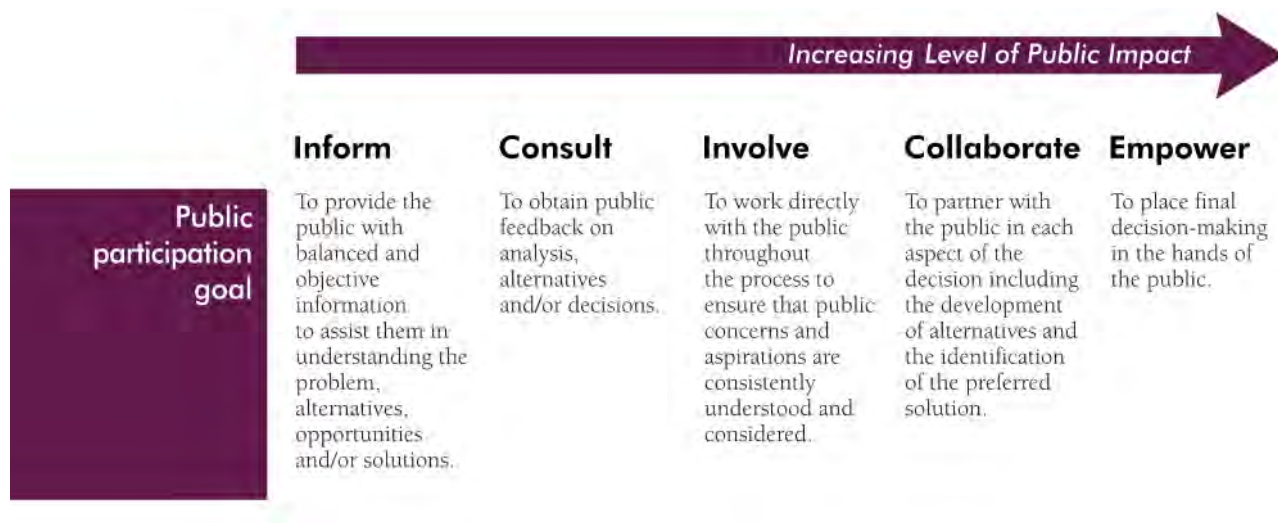
N/A

REGIONAL GROWTH STRATEGY REFERENCE:

N/A

CITIZEN/PUBLIC ENGAGEMENT:

Public engagement will be at the “Inform” level within both the 2014 and 2015 Annual Reports under the heading of Asset Management.



OPTIONS:

Option 1 – That Council adopt the following Resolution:

“THAT an application for \$10,000 for funding under the UBCM’s new Asset Management Planning Program is supported.” [Recommended]

Option 2 – That Council not endorse the grant application and \$10,000 in training funding be diverted from other internal sources.

Prepared by:

David W. Love, CD, BA, LGM(Dip), AMPC
Senior Advisor, Strategic Initiatives



THE CORPORATION OF THE CITY OF COURTENAY

STAFF REPORT

To: Council
From: Chief Administrative Officer
Subject: City of Courtenay Banner Stations

File No.: 5400-01
Date: April 7, 2015

PURPOSE:

The purpose of this report is to obtain direction from Council with respect the repair or replacement of the overhead banner infrastructure.

CAO RECOMMENDATIONS:

That based on the April 7, 2015 Staff Report "City of Courtenay Banner Stations", Council provide staff with direction with respect to their preferred option.

Respectfully submitted,

David Allen, BES, CLGEM, SCLGM
Chief Administrative Officer

BACKGROUND:

The City of Courtenay has two overhead banner stations located on 5th Street adjacent to Lewis Park, and on Highway 19A south of Anfield Road, respectively. The overhead banners are an effective way to display community information; promote programs, events, and fundraising activities for a variety of interest groups including the City. The two locations are often booked up to six months in advance of an event.

In September 2014, Bates Engineering was retained to conduct the structural assessment of the banner station poles as a result of staff's request to review the City's 1993 banner specifications. This assessment determined that neither location can safely support the overhead banners that are currently being used and that both the existing pole infrastructure and hanging hardware must be replaced to meet the current standards for wind loading and banner material type.

As a result of the structural deficiencies identified in the assessment, staff has suspended the overhead banner program. No temporary measure is available to fulfil existing commitments to approved applicants. As such, applicants are being notified and deposits are being returned.

Until earlier this year, the banner station program was overseen by Community Services; it is now under the umbrella of the Engineering Division. This transfer of responsibilities aligns with Engineering's responsibilities for issuing event permits and the oversight of structures within all City right-of-ways.

DISCUSSION:

In order for the banner station program to continue in its previous format and maintain similar level of service, the existing banner stations will have to be replaced. Prior to design of the new infrastructure, the

overhead banner specifications will need to be updated. The implications of this option are outlined below. Alternatively, staff is considering other options such as roadside notice boards or a permanent, electronic variable message board.

The former would require the installation of posts and a framed board at strategic locations around the City upon which announcement signs could be installed. These signs would be a generic size and would be mounted and removed by City staff. It is currently proposed that 2 signs be installed at each of the existing banner station locations to capture both directions of traffic.

For the latter option, staff is proposing to replace the existing sign in front of the Lewis Centre with a permanent variable message board and allow for the banner station information to be broadcast on this sign intermittently with Recreation program information. This would be an effective communication tool and eliminate the requirement for staff to install/remove physical signage at sign board locations. The variable message board would allow for advertising multiple events at once and would be controlled from inside the Lewis Centre. It would be able to have changing text in a single colour, similar to the signage located at Mark Isfeld Secondary School. While this option reduces the number of locations, it allows for an increase in the number of events that can be advertised at a given time. A brief feasibility review and concept evaluation is recommended for this option to further investigate the capital and operating costs and to evaluate design concepts prior to implementing.

The installation of the posts and framed board or the permanent variable message board will allow the City to continue with the same level of service to the community while removing the requirement for a staff member to install/remove signage above active roadways. The installation and removal is performed by elevating a staff member in a bucket truck to hang the banner across the roadway.

The final option available to Council is discontinue the banner station service, undertaking no alternative. This will result in a reduction in the level of service provided to the community.

Due to the potential level of service modification, staff does not have a recommended option for Council's consideration, as changes to levels of service are strictly a Council decision

FINANCIAL IMPLICATIONS:

The recently suspended banner station program annually generated approximately \$1,000 in revenue for the City in 2014. The application fee of \$175 offset the time and equipment required for City employees to install and remove the banners. This program is considered to be relatively cost/revenue neutral on an annual basis.

OPTION 1 – REPLACE EXISTING BANNER STATIONS

Should it be determined that the banner station program be continued, work associated with replacement of the existing overhead banner stations or installation of new infrastructure has not been included in the 2015 budget. Replacement of the banner stations has been estimated at approximately \$50,000 per location. Engineering fees associated with the design of the replacement banner stations have been estimated at \$15,000 for the two locations. The total estimated project cost is \$115,000. There are currently no funds assigned within the 2015 General Fund Capital Budget for this undertaking as the project was transferred to the Engineering Division after the work plan was prepared. If it is Council's direction to replace this infrastructure in 2015, a budget amendment is required. Alternatively, the work can be deferred and included in the 2016 work plan.

OPTION 2 –INSTALL ROADSIDE NOTICE BOARDS

Installation of roadside notice boards has been estimated at approximately \$3,000 per location. Engineering design fees have been estimated at approximately \$1,000 per location. At this time, staff propose to install 4 boards (2 at each of the existing banner station locations to capture the direction of traffic) for a total estimated cost of \$8,000. If it is Council's direction to pursue this option, a budget amendment is required. Alternatively, the work can be deferred and included in the 2016 work plan and budget.

OPTION 3 – VARIABLE MESSAGE BOARD SIGN AT LEWIS CENTRE

A variable message board at the Lewis Centre will require the removal of the existing sign, sign selection, and installation as well as training for the operation. Similar variable message board signs have been installed for approximately \$45,000, including engineering design. If it is Council's direction to pursue this option, staff recommend engaging a consultant to further advise and provide a more refined estimate for this project as well as conceptual designs for selection of the final sign. Staff envisions this message board project to be in excess of \$50,000 as it will include the removal of the existing sign, purchase of a computer to operate the electronic sign and training for staff to learn the software. Staff estimates the cost of the consultant for the initial feasibility/ options evaluation at approximately \$8,000.

The Lewis Centre renovation project was under budget and sufficient unexpended borrowing is available to fund the construction of the proposed new signage board. Operational costs of maintaining a new signage board are anticipated to be minimal, and any costs can be covered within the existing 2015 operating budget for the Lewis Centre. If Council directs staff to pursue this option, funds are readily available in the 2015 budget for the project initiation.

OPTION 4 – DISCONTINUE BANNER STATIONS SERVICE

Staff estimate that the cost to remove the existing banner stations is approximately \$5,000. If Council directs staff to pursue this option, staff will establish a project in the 2016 Capital Budget to complete this work as no funds have been allocated in the current budget for this work.

ADMINISTRATIVE IMPLICATIONS:

OPTION 1 – REPLACE EXISTING BANNER STATIONS

In order to proceed with this project in 2015, staff would propose to defer a previously planned capital project such as storm rehabilitation project at the Woods Park Outfall.

Deferring the project to 2016, would allow staff the capacity to incorporate the Banner Station replacement project into the work plan.

OPTION 2 –INSTALL ROADSIDE NOTICE BOARDS

It is estimated that approximately 16 - 24 hours of staff time would be required to coordinate, design, site, build and install roadside notice boards. This work can reasonably be accomplished within the current department work plan.

OPTION 3 – VARIABLE MESSAGE BOARD SIGN AT LEWIS CENTRE

This option would involve an inter-department project between Engineering and Community Services. The project budget is housed with Community Services as is the responsibility for works associated with City buildings. It is estimated that to accomplish the initial feasibility study, approximately 16 – 24 hours of staff

time would be required to engage a consultant and oversee the project. This work can reasonably be accomplished within the current department work plan.

OPTION 4 – DISCONTINUE BANNER STATIONS SERVICE

Staff efforts to carry out this option will be planned for 2016. This option does not have an impact on staff's current work plan.

STRATEGIC PLAN REFERENCE:

None

OFFICIAL COMMUNITY PLAN REFERENCE:

None

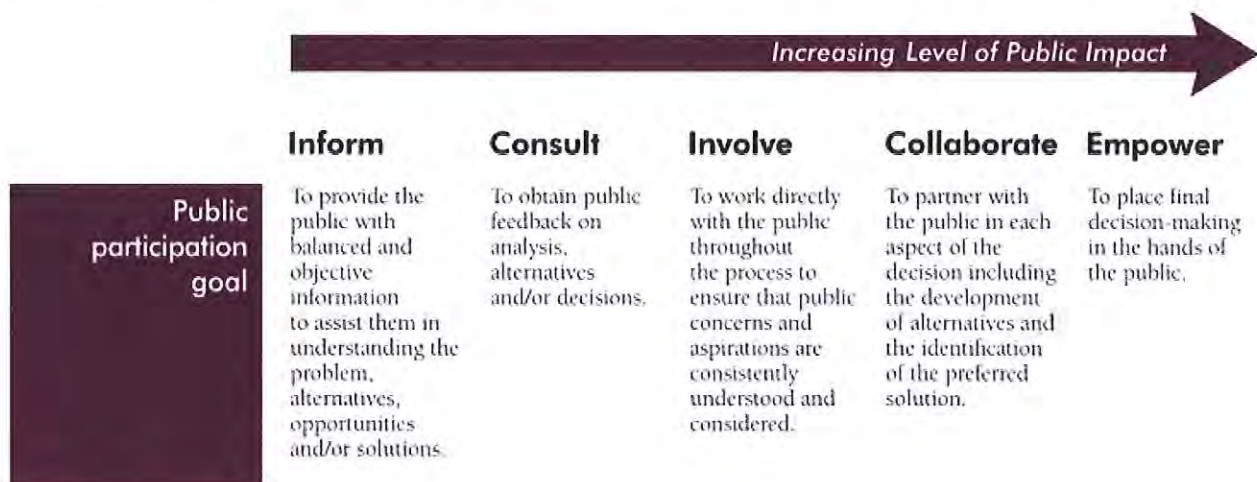
REGIONAL GROWTH STRATEGY REFERENCE:

None

CITIZEN/PUBLIC ENGAGEMENT:

Staff has informed the community groups with pre-existing bookings that they cannot be honoured at this time.

The public will be informed of the outcome of Council's consideration of the 2015 Strategic Priorities. This is based on the Inform level of the IAP2 Spectrum of Public Participation adopted as an element of Sound Project Design for the Corporate Work Plan.



OPTIONS:

- Option 1: That Council approve the design and replacement of the existing overhead banner infrastructure for the continuation of the banner program; and
- That a Staff Report be provided for Council's consideration of a budget amendment to fund this project.
- Option 2: That Council change the overhead banner program to a roadside notice program; and

That a Staff Report be provided for Council's consideration of a budget amendment to fund this project.

Option 3: That Council discontinue the overhead banner program and direct staff to investigate the possibility of replacing the Lewis Centre signage with a variable message board.

Option 4: That Council discontinue the overhead banner program.

Prepared by:



Craig Perry, P.Eng.
Manager of Infrastructure Renewal



Lesley Hatch, P.Eng.
Director of Engineering and Public Works



THE CORPORATION OF THE CITY OF COURTENAY

STAFF REPORT

To: Council
From: Chief Administrative Officer
Subject: 2015 Property Tax Rate Multiple

File No.: 1705-20 / 1970-02

Date: April 7, 2015

PURPOSE:

The purpose of this report is to establish the commercial property tax rate multiple for use in setting the property tax rates for 2015.

POLICY ANALYSIS:

Section 197 of the *Community Charter* prescribes the setting of the annual property tax bylaw, and empowers Council to set relationships between the different property classes.

Under City of Courtenay Policy 1700.01 (2) Distribution of Property Taxes among the Classes, Council had resolved to attempt, over time, to reduce the commercial tax rate where necessary to ensure that Courtenay remains a competitive location for commercial activity.

EXECUTIVE SUMMARY:

On March 23, 2015, Council considered the General Operating Fund Financial Plan and endorsed an increase of 3.18% in revenue derived from property taxation.

Council must now consider setting the property tax rates for 2015, and decide on the commercial tax rate multiplier to be used in setting the property tax rates for 2015.

Given that the assessment values for 2015 have already moderately shifted the tax burden to Class 1 of the assessment roll, staff recommend that the 2014 commercial tax multiple of 2.80 be maintained for the 2015 taxation year. From the options detailed in Table 1, Council will note that a further decrease in the tax rate multiple would shift the residential property tax increase to over 4%.

CAO RECOMMENDATIONS:

That based on the April 7, 2015 Staff Report "2015 Property Tax Rate Multiple" Council approves OPTION 1 and maintains a commercial property tax rate multiple of 2.80 to be used in setting the 2015 property tax rates.

Respectfully submitted,

David Allen, BES, CLGEM, SCLGM
Chief Administrative Officer

BACKGROUND:

On March 23, 2015, Council consider the 2015-2019 General Operating Financial Plan and approved an increase of 3.18% in revenue derived from property taxation. This increase is comprised on funding for the following purposes:

General Operations	1.93%
Increase in funding from taxation for capital projects	1.00%
Special Levy – Infrastructure Renewal Reserve	<u>0.25%</u>
Total	<u>3.18%</u>

DISCUSSION:

Prior to creation of the 2015 Tax Rates Bylaw, Council must provide direction on the commercial tax rate multiple to be used in calculating the tax rate for each of the assessment classes.

The final property assessment roll for 2015 is now available and the assessment trends based on the final roll are as follows:

- Residential Assessment (Class 01) Average property value *increase* = 0.75%
(average value \$278,128)
- Commercial Assessment (Class 06) Average property *decrease* = (0.37)%
(average value \$690,544)

Property Tax Rate Commercial Multiple - Considerations

The commercial multiple is simply the factor by which the commercial class tax rate is greater than the residential class tax rate. Historically the commercial multiple has been set at the following factors and with Council direction has been gradually trending downward:

<u>YEAR</u>	<u>CLASS 6 - MULTIPLE</u>
2006	3.44
2007	3.35
2008	3.35
2009	3.30
2010	3.10
2011	2.90
2012	2.85
2013	2.85
2014	2.80
2015 Proposed	2.80

The following documents are attached for Council's reference:

- (1) Policy 1700.01 Revenue and Tax Policy
- (2) Province of BC- Local Government Statistics: 2014 Assessments, Tax Rates, Municipal Taxes and Class Proportions of Taxes and Assessments - *selected Vancouver Island municipalities shown as comparators*

Table 1 below details the effect of shifting the commercial multiple on the average residential property, average commercial property, and the average small business in the Downtown Courtenay Business Improvement area.

Given that the assessment values for 2015 have already moderately shifted the tax burden to Class 1 of the assessment roll, staff recommend that the 2014 commercial tax multiple of 2.80 be maintained for the 2015 taxation year. From the options detailed in Table 1, Council will note that a further decrease in the tax rate multiple would shift the residential property tax increase to over 4%.

TABLE 1: City of Courtenay, 2015 Commercial Rate Multiple, Summary and Impact of Options
Calculations based on an increase of 3.18% in Revenue Derived from Property Taxation

		Average Assessment Change	Effect of Reducing the Class 6 Commercial Multiplier		
		%	1.00	1.00	1.00
<u>Class 1 - Residential</u>					
		0.75%			
Municipal General Tax \$ Increase			\$ 39	\$ 47	\$ 54
% change in tax levy over 2014			3.69%	4.41%	5.14%
<u>Class 6 - Commercial</u>			Multiplier of 2.80	Multiplier of 2.75	Multiplier of 2.70
		-0.37%			
Municipal General Tax \$ Increase			\$ 189	\$ 105	\$ 20
% change in tax levy over 2014			2.54%	1.41%	0.26%
<u>Class 6 - DCBIA Properties</u>			Multiplier of 2.80	Multiplier of 2.75	Multiplier of 2.70
		-0.98%			
Municipal General Tax \$ Increase			\$ 111	\$ 46	\$ (20)
% change in tax levy over 2014			1.91%	0.79%	-0.35%

ADMINISTRATIVE IMPLICATIONS:

Subsequent to Council approval of the commercial tax rate multiple to be used in setting the 2015 property tax rates, the property tax rates bylaw will be drafted and returned to Council for consideration following adoption of the 2015-2019 Financial Plan. Both the financial plan and the tax rates bylaws must be adopted no later than May 15th, 2015.

STRATEGIC PLAN REFERENCE:

While there is no specific reference in the Strategic Plan for the development and setting of the property tax rates, this is a statutory requirement that must be carried out annually.

OFFICIAL COMMUNITY PLAN REFERENCE:

The Vision and Strategy includes the following statements:

- Balance and ability to lead growth and the provision of services
- A strong downtown
- A role to be the centre of commerce in the Comox Valley

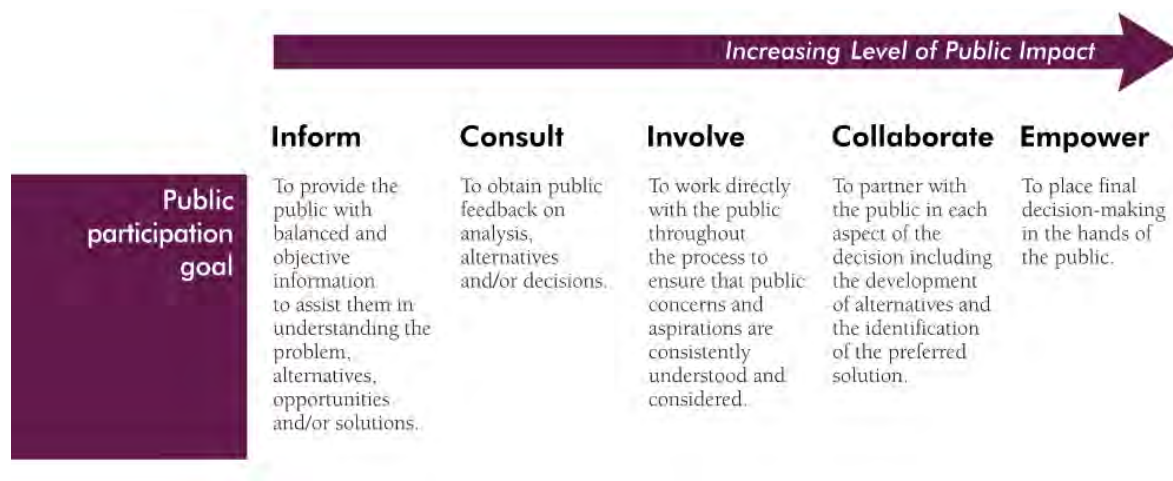
REGIONAL GROWTH STRATEGY REFERENCE:

Not applicable

CITIZEN/PUBLIC ENGAGEMENT:

Public consultation relating to tax rates is not a legislative requirement.

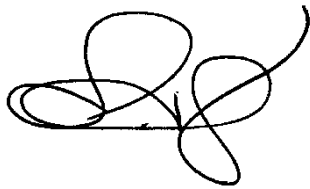
The public will be informed of the outcome of Council's consideration of establishing the property tax rates for 2015. This is based on level one of the IAP2 Spectrum of Public Participation adopted as an element of Sound Project Design for the Corporate Workplan.



OPTIONS:

- OPTION 1: That Council maintains the commercial tax rate multiple and approves a multiple of 2.80 in setting the 2015 property tax rates.
- OPTION 2: That Council approves a 0.05 reduction in the commercial tax multiple and reduces the multiplier to 2.75 for setting the 2015 property tax rates.
- OPTION 3: That Council approves a 0.10 reduction in the commercial tax multiple and reduces the multiplier to 2.70 for setting the 2015 property tax rates.

Prepared by:

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke.

Tillie Manthey, BA, CPA, CGA
Director, Financial Services/Deputy CAO

Attachments

- (1) Policy 1700.01 – Revenue and Tax Policy
- (2) Province of BC – 2014 Local Government Statistics, Taxes & Assessments

Section 5 - Finance	Policy # 1700.00.01
Subject: Revenue and Tax Policy	Revision #

SCOPE

In May 2007, the Province introduced amendments to the *Community Charter* that require all municipal five-year plans to include a more explicit form of revenue and tax policy disclosure. Section 165 (3.1) of the *Community Charter* requires that the annual five year financial plan must set out the objectives and policies of the municipality in relation to these matters.

POLICY

1. Proportion of revenue by source

Property taxes

- The City of Courtenay will attempt to keep the proportional share of revenue from property taxes at a level similar to the average of comparable municipalities.
- Where new sources of revenue are made available to the City from senior governments, wherever possible these revenues will be used to reduce dependency on property taxation revenue.

Parcel taxes

- Parcel taxes will be used whenever Council determines that they are more appropriate than property taxes.

Fees & Charges

- Wherever possible, fees & charges will be used to assign costs to those who benefit from the service provided. The proportion of the costs recovered by fees and charges will vary with the nature of the service provided.

Proceeds of borrowing

- Borrowing will be considered when determining the funding sources of large capital projects that provide benefits to taxpayers over a long period of time.

AUTHORIZATION: R10/2008/4.00.08	DATE: April 7, 2008
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Section 5 - Finance	Policy # 1700.00.01
Subject: Revenue and Tax Policy	Revision #

Other sources of revenue

- The City will continue to seek other sources of revenue in order to reduce reliance on property taxes.

2. Distribution of property taxes among the classes

- The City of Courtenay will maintain the percentage of property taxes received from residential taxpayers at a level comparable to the average of similar municipalities.
- The City will attempt, over time, to reduce the commercial tax rate where necessary to ensure that Courtenay remains a competitive location for commercial activity.

3. Permissive Tax Exemptions

In May 2006, the City of Courtenay adopted Permissive Exemption Policy No. 1960.01 as a means to support not-for-profit organizations within the community which further Council's objectives of enhancing quality of life (economic, social, and cultural) and delivering services economically.

A permissive tax exemption is strictly at the discretion of Council. After careful consideration of all applications Council may approve a full, a partial, or no tax exemption. The tax exemption may vary for the different applicants. This policy guides identification of organizations meeting Council's objectives.

Permissive Tax Exemptions will be reviewed at periodically to ensure that the organization and property still meets the criteria established by Council.

AUTHORIZATION: R10/2008/4.00.08	DATE: April 7, 2008
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Province of BC - Local Government Statistics - 2014 Assessments, Tax Rates, Municipal Taxes and Class Proportions of Taxes and Assessments

Municipalities ¹	Type	RD	July 1, 2014 BC STATS Population Estimates (Dec. 2014 Release)	Property Class	Authenticated Roll General Taxable Values	Municipal Purposes Tax Rates	Tax Class Multiples	Total Municipal Variable Rate Taxes	Flat Taxes, Split Rate Taxes, Ports Property Taxes, Tax Sharing	Total Municipal Taxes	% Total Taxes	% Total Assessment	Municipal Taxes Per Capita
Campbell River	C	STR	31,601	Residential	3,407,874,789	5.89154	1.00	20,077,631	0	20,077,631	75	86	635
Campbell River	C	STR	31,601	Utilities	31,047,400	20.16650	3.42	626,117		626,117	2	1	0
Campbell River	C	STR	31,601	Supportive Housing	0	0.00000	0.00	0		0	0	0	0
Campbell River	C	STR	31,601	Major Industry	3,912,500	32.21973	5.47	126,060	(70,472)	55,588	0	0	0
Campbell River	C	STR	31,601	Light Industry	25,845,300	12.32910	2.09	318,649		318,649	1	1	0
Campbell River	C	STR	31,601	Business/Other	454,562,300	12.32910	2.09	5,604,344		5,604,344	21	12	0
Campbell River	C	STR	31,601	Managed Forest	9,796,900	6.45125	1.10	63,202	(7,684)	55,518	0	0	0
Campbell River	C	STR	31,601	Recreation	15,253,100	6.87124	1.17	104,808		104,808	0	0	0
Campbell River	C	STR	31,601	Farm	267,413	5.76435	0.98	1,541		1,541	0	0	0
Campbell River	C	STR	31,601	Totals	3,948,559,702			26,922,352	(78,156)	26,844,196	100	100	849
Colwood	C	CAP	16,405	Residential	2,445,449,288	3.49160	1.00	8,538,531	0	8,538,531	74	92	520
Colwood	C	CAP	16,405	Utilities	1,515,300	47.94170	13.73	72,646		72,646	1	0	0
Colwood	C	CAP	16,405	Supportive Housing	0	0.00000	0.00	0		0	0	0	0
Colwood	C	CAP	16,405	Major Industry	0	0.00000	0.00	0		0	0	0	0
Colwood	C	CAP	16,405	Light Industry	2,572,000	36.33820	10.41	93,462		93,462	1	0	0
Colwood	C	CAP	16,405	Business/Other	195,513,600	13.79620	3.95	2,697,345		2,697,345	24	7	0
Colwood	C	CAP	16,405	Managed Forest	0	0.00000	0.00	0		0	0	0	0
Colwood	C	CAP	16,405	Recreation	5,267,000	12.59320	3.61	66,328		66,328	1	0	0
Colwood	C	CAP	16,405	Farm	14,505	109.03340	31.23	1,582		1,582	0	0	0
Colwood	C	CAP	16,405	Totals	2,650,331,693			11,469,893	0	11,469,893	100	100	699
Comox	T	COM	13,541	Residential	1,862,482,101	3.39850	1.00	6,329,645	0	6,329,645	82	94	467
Comox	T	COM	13,541	Utilities	339,500	25.96100	7.64	8,814		8,814	0	0	0
Comox	T	COM	13,541	Supportive Housing	0	0.00000	0.00	0		0	0	0	0
Comox	T	COM	13,541	Major Industry	0	16.46280	4.84	0		0	0	0	0
Comox	T	COM	13,541	Light Industry	78,300	16.46280	4.84	1,289		1,289	0	0	0
Comox	T	COM	13,541	Business/Other	117,864,401	11.86050	3.49	1,397,931		1,397,931	18	6	0
Comox	T	COM	13,541	Managed Forest	0	0.00000	0.00	0		0	0	0	0
Comox	T	COM	13,541	Recreation	2,929,000	6.06360	1.78	17,760		17,760	0	0	0
Comox	T	COM	13,541	Farm	84,726	3.39850	1.00	288		288	0	0	0
Comox	T	COM	13,541	Totals	1,983,778,028			7,755,727	0	7,755,727	100	100	573
Courtenay	C	COM	24,314	Residential	3,035,249,403	4.04570	1.00	12,279,709	(11,021)	12,268,688	61	81	505
Courtenay	C	COM	24,314	Utilities	1,934,300	28.31960	7.00	54,779		54,779	0	0	0
Courtenay	C	COM	24,314	Supportive Housing	0	4.04570	1.00	0		0	0	0	0
Courtenay	C	COM	24,314	Major Industry	0	15.77800	3.90	0		0	0	0	0
Courtenay	C	COM	24,314	Light Industry	5,262,000	15.77800	3.90	83,024	(1,679)	81,345	0	0	0
Courtenay	C	COM	24,314	Business/Other	698,649,650	11.32790	2.80	7,914,233		7,914,233	39	19	0
Courtenay	C	COM	24,314	Managed Forest	0	0.00000	0.00	0		0	0	0	0

Municipalities ¹	Type	RD	July 1, 2014 BC STATS Population Estimates (Dec. 2014 Release)	Property Class	Authenticated Roll General Taxable Values	Municipal Purposes Tax Rates	Tax Class Multiples	Total Municipal Variable Rate Taxes	Flat Taxes, Split Rate Taxes, Ports Property Taxes, Tax Sharing	Total Municipal Taxes	% Total Taxes	% Total Assessment	Municipal Taxes Per Capita
Courtenay	C	COM	24,314	Recreation	4,135,900	4.04570	1.00	16,733		16,733	0	0	0
Courtenay	C	COM	24,314	Farm	1,332,707	4.04570	1.00	5,392		5,392	0	0	0
Courtenay	C	COM	24,314	Totals	3,746,563,960			20,353,869	(12,700)	20,341,169	100	100	837
Cumberland	V	COM	3,489	Residential	365,771,207	4.57530	1.00	1,673,513	0	1,673,513	77	88	480
Cumberland	V	COM	3,489	Utilities	638,475	46.60290	10.19	29,755		29,755	1	0	0
Cumberland	V	COM	3,489	Supportive Housing	0	4.57530	1.00	0		0	0	0	0
Cumberland	V	COM	3,489	Major Industry	0	9.15060	2.00	0		0	0	0	0
Cumberland	V	COM	3,489	Light Industry	6,658,000	9.15060	2.00	60,925		60,925	3	2	0
Cumberland	V	COM	3,489	Business/Other	40,772,600	9.15060	2.00	373,094		373,094	17	10	0
Cumberland	V	COM	3,489	Managed Forest	3,238,700	14.18350	3.10	45,936		45,936	2	1	0
Cumberland	V	COM	3,489	Recreation	575,000	4.57530	1.00	2,631		2,631	0	0	0
Cumberland	V	COM	3,489	Farm	0	4.57530	1.00	0		0	0	0	0
Cumberland	V	COM	3,489	Totals	417,653,982			2,185,853	0	2,185,853	100	100	626
Esquimalt	D	CAP	16,389	Residential	2,196,263,905	5.01920	1.00	11,023,488	0	11,023,488	78	91	673
Esquimalt	D	CAP	16,389	Utilities	1,172,500	21.08975	4.20	24,728		24,728	0	0	0
Esquimalt	D	CAP	16,389	Supportive Housing	0	0.00000	0.00	0		0	0	0	0
Esquimalt	D	CAP	16,389	Major Industry	22,955,800	32.20362	6.42	739,260		739,260	5	1	0
Esquimalt	D	CAP	16,389	Light Industry	13,732,500	16.64594	3.32	228,590		228,590	2	1	0
Esquimalt	D	CAP	16,389	Business/Other	171,799,302	12.39388	2.47	2,129,260		2,129,260	15	7	0
Esquimalt	D	CAP	16,389	Managed Forest	0	0.00000	0.00	0		0	0	0	0
Esquimalt	D	CAP	16,389	Recreation	10,973,900	4.91043	0.98	53,887		53,887	0	0	0
Esquimalt	D	CAP	16,389	Farm	0	0.00000	0.00	0		0	0	0	0
Esquimalt	D	CAP	16,389	Totals	2,416,897,907			14,199,212	0	14,199,212	100	100	866
Langford	C	CAP	32,834	Residential	4,803,227,505	2.77820	1.00	13,344,327	0	13,344,327	61	82	406
Langford	C	CAP	32,834	Utilities	6,688,002	20.55870	7.40	137,497		137,497	1	0	0
Langford	C	CAP	32,834	Supportive Housing	0	0.00000	0.00	0		0	0	0	0
Langford	C	CAP	32,834	Major Industry	0	8.91800	3.21	0		0	0	0	0
Langford	C	CAP	32,834	Light Industry	18,998,700	8.91800	3.21	169,430		169,430	1	0	0
Langford	C	CAP	32,834	Business/Other	986,119,850	8.33460	3.00	8,218,915		8,218,915	37	17	0
Langford	C	CAP	32,834	Managed Forest	92,100	2.77820	1.00	256		256	0	0	0
Langford	C	CAP	32,834	Recreation	14,385,500	3.34770	1.20	48,158		48,158	0	0	0
Langford	C	CAP	32,834	Farm	132,435	2.77820	1.00	368		368	0	0	0
Langford	C	CAP	32,834	Totals	5,829,644,092			21,918,950	0	21,918,950	100	100	668
Nanaimo	C	NAN	86,057	Residential	10,554,531,408	5.93630	1.00	62,654,865	0	62,654,865	67	84	728
Nanaimo	C	NAN	86,057	Utilities	10,533,000	45.35890	7.64	477,765		477,765	1	0	0
Nanaimo	C	NAN	86,057	Supportive Housing	10	5.93630	1.00	0		0	0	0	0
Nanaimo	C	NAN	86,057	Major Industry	100,631,800	14.89750	2.51	1,499,162		1,499,162	2	1	0
Nanaimo	C	NAN	86,057	Light Industry	74,227,500	14.89750	2.51	1,105,804		1,105,804	1	1	0

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Nanaimo	C	NAN	86,057	Business/Other	1,815,352,597	14.89750	2.51	27,044,215		27,044,215	29	14	0
Nanaimo	C	NAN	86,057	Managed Forest	140,000	25.55650	4.31	3,578		3,578	0	0	0
Nanaimo	C	NAN	86,057	Recreation	30,004,700	9.85350	1.66	295,651		295,651	0	0	0
Nanaimo	C	NAN	86,057	Farm	419,884	0.50000	0.08	210		210	0	0	0
Nanaimo	C	NAN	86,057	Totals	12,585,840,899			93,081,251	0	93,081,251	100	100	1,082
North Cowichan	D	COW	29,277	Residential	3,764,440,608	4.34120	1.00	16,342,190	0	16,342,190	66	87	558
North Cowichan	D	COW	29,277	Utilities	5,269,601	30.51240	7.03	160,788		160,788	1	0	0
North Cowichan	D	COW	29,277	Supportive Housing	0	4.34120	1.00	0		0	0	0	0
North Cowichan	D	COW	29,277	Major Industry	134,370,600	28.59230	6.59	3,841,965		3,841,965	16	3	0
North Cowichan	D	COW	29,277	Light Industry	54,388,300	19.31390	4.45	1,050,450		1,050,450	4	1	0
North Cowichan	D	COW	29,277	Business/Other	336,490,652	9.42220	2.17	3,170,482		3,170,482	13	8	0
North Cowichan	D	COW	29,277	Managed Forest	2,028,100	20.21150	4.66	40,991		40,991	0	0	0
North Cowichan	D	COW	29,277	Recreation	20,423,500	3.10290	0.71	63,372		63,372	0	0	0
North Cowichan	D	COW	29,277	Farm	8,215,474	4.30570	0.99	35,373		35,373	0	0	0
North Cowichan	D	COW	29,277	Totals	4,325,626,835			24,705,611	0	24,705,611	100	100	844
North Saanich	D	CAP	10,973	Residential	3,207,587,305	1.93560	1.00	6,208,606	0	6,208,606	72	92	566
North Saanich	D	CAP	10,973	Utilities	709,600	16.35540	8.45	11,606		11,606	0	0	0
North Saanich	D	CAP	10,973	Supportive Housing	0	0.00000	0.00	0		0	0	0	0
North Saanich	D	CAP	10,973	Major Industry	0	0.00000	0.00	0		0	0	0	0
North Saanich	D	CAP	10,973	Light Industry	28,285,100	9.19790	4.75	260,164		260,164	3	1	0
North Saanich	D	CAP	10,973	Business/Other	214,953,900	9.19790	4.75	1,977,124		1,977,124	23	6	0
North Saanich	D	CAP	10,973	Managed Forest	0	0.00000	0.00	0		0	0	0	0
North Saanich	D	CAP	10,973	Recreation	41,726,400	4.18010	2.16	174,421		174,421	2	1	0
North Saanich	D	CAP	10,973	Farm	3,114,664	5.79450	2.99	18,048		18,048	0	0	0
North Saanich	D	CAP	10,973	Totals	3,496,376,969			8,649,968	0	8,649,968	100	100	788
Parksville	C	NAN	11,852	Residential	1,877,316,197	4.53230	1.00	8,508,560	0	8,508,560	75	88	718
Parksville	C	NAN	11,852	Utilities	800,900	22.36700	4.94	17,914		17,914	0	0	0
Parksville	C	NAN	11,852	Supportive Housing	0	4.53230	1.00	0		0	0	0	0
Parksville	C	NAN	11,852	Major Industry	0	7.02550	1.55	0		0	0	0	0
Parksville	C	NAN	11,852	Light Industry	7,916,200	7.02550	1.55	55,615		55,615	0	0	0
Parksville	C	NAN	11,852	Business/Other	233,045,403	11.29080	2.49	2,631,269		2,631,269	23	11	0
Parksville	C	NAN	11,852	Managed Forest	0	4.53230	1.00	0		0	0	0	0
Parksville	C	NAN	11,852	Recreation	6,626,400	11.66390	2.57	77,290		77,290	1	0	0
Parksville	C	NAN	11,852	Farm	86,621	7.82320	1.73	678		678	0	0	0
Parksville	C	NAN	11,852	Totals	2,125,791,721			11,291,326	0	11,291,326	100	100	953
Port Alberni	C	ALB	16,769	Residential	1,317,286,701	9.11450	1.00	12,006,410	0	12,006,410	59	81	716
Port Alberni	C	ALB	16,769	Utilities	1,316,800	37.97080	4.17	50,000		50,000	0	0	0
Port Alberni	C	ALB	16,769	Supportive Housing	0	9.11450	1.00	0		0	0	0	0

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Port Alberni	C	ALB	16,769	Major Industry	91,306,000	53.19500	5.84	4,857,023		4,857,023	24	6	0
Port Alberni	C	ALB	16,769	Light Industry	2,884,100	39.68210	4.35	114,447		114,447	1	0	0
Port Alberni	C	ALB	16,769	Business/Other	218,754,250	15.49230	1.70	3,389,006		3,389,006	17	13	0
Port Alberni	C	ALB	16,769	Managed Forest	0	26.39880	2.90	0		0	0	0	0
Port Alberni	C	ALB	16,769	Recreation	2,827,900	9.11450	1.00	25,775		25,775	0	0	0
Port Alberni	C	ALB	16,769	Farm	88,827	9.11450	1.00	810		810	0	0	0
Port Alberni	C	ALB	16,769	Totals	1,634,464,578			20,443,470	0	20,443,470	100	100	1,219
Powell River	C	POW	13,439	Residential	1,217,522,662	5.87249	1.00	7,149,890	2,119,204	9,269,094	65	84	690
Powell River	C	POW	13,439	Utilities	855,700	39.68125	6.76	33,955		33,955	0	0	0
Powell River	C	POW	13,439	Supportive Housing	0	0.00000	0.00	0		0	0	0	0
Powell River	C	POW	13,439	Major Industry	101,138,900	22.24663	3.79	2,250,000		2,250,000	16	7	0
Powell River	C	POW	13,439	Light Industry	4,630,600	17.19652	2.93	79,630		79,630	1	0	0
Powell River	C	POW	13,439	Business/Other	125,487,500	20.73257	3.53	2,601,678		2,601,678	18	9	0
Powell River	C	POW	13,439	Managed Forest	268,000	52.02240	8.86	13,942		13,942	0	0	0
Powell River	C	POW	13,439	Recreation	1,600,400	20.67949	3.52	33,095		33,095	0	0	0
Powell River	C	POW	13,439	Farm	92,043	5.27569	0.90	486		486	0	0	0
Powell River	C	POW	13,439	Totals	1,451,595,805			12,162,676	2,119,204	14,281,880	100	100	1,063
Saanich	D	CAP	110,879	Residential	20,742,785,143	3.77190	1.00	78,239,711	0	78,239,711	77	92	706
Saanich	D	CAP	110,879	Utilities	12,591,500	28.34590	7.52	356,917		356,917	0	0	0
Saanich	D	CAP	110,879	Supportive Housing	12	3.77190	1.00	0		0	0	0	0
Saanich	D	CAP	110,879	Major Industry	0	10.61640	2.81	0		0	0	0	0
Saanich	D	CAP	110,879	Light Industry	13,083,700	10.61640	2.81	138,902		138,902	0	0	0
Saanich	D	CAP	110,879	Business/Other	1,838,317,391	12.60300	3.34	23,168,314		23,168,314	23	8	0
Saanich	D	CAP	110,879	Managed Forest	10,300	23.35000	6.19	241		241	0	0	0
Saanich	D	CAP	110,879	Recreation	14,529,400	7.23790	1.92	105,162		105,162	0	0	0
Saanich	D	CAP	110,879	Farm	3,661,466	0.50000	0.13	1,831		1,831	0	0	0
Saanich	D	CAP	110,879	Totals	22,624,978,912			102,011,078	0	102,011,078	100	100	920
Victoria	C	CAP	82,959	Residential	13,152,242,440	4.46910	1.00	58,778,687	0	58,778,687	51	76	709
Victoria	C	CAP	82,959	Utilities	16,210,645	33.12330	7.41	536,950		536,950	0	0	0
Victoria	C	CAP	82,959	Supportive Housing	18	4.46910	1.00	0		0	0	0	0
Victoria	C	CAP	82,959	Major Industry	10,204,000	13.44160	3.01	137,158		137,158	0	0	0
Victoria	C	CAP	82,959	Light Industry	60,427,400	13.44160	3.01	812,241		812,241	1	0	0
Victoria	C	CAP	82,959	Business/Other	4,145,598,760	13.44160	3.01	55,723,480		55,723,480	48	24	0
Victoria	C	CAP	82,959	Managed Forest	0	0.00000	0.00	0		0	0	0	0
Victoria	C	CAP	82,959	Recreation	22,907,900	8.18460	1.83	187,492		187,492	0	0	0
Victoria	C	CAP	82,959	Farm	0	0.00000	0.00	0		0	0	0	0
Victoria	C	CAP	82,959	Totals	17,407,591,163			116,176,008	0	116,176,008	100	100	1,400



THE CORPORATION OF THE CITY OF COURTENAY

STAFF REPORT

To: Council

File No.: 1971-20

From: Chief Administrative Officer

Date: April 7, 2015

Subject: Downtown Courtenay Business Improvement Association – 2014 Financial Statements and 2015 Budget/Tax Levy Request

PURPOSE:

The purpose of this report is to receive the 2014 Financial Statements and consider the 2015 budget and tax levy request submitted by the Downtown Courtenay Business Improvement Association (DCBIA).

POLICY ANALYSIS:

The Downtown Courtenay Business Improvement Area Bylaw No. 2264, 2002 was established for the purpose of funding a business promotion scheme for the downtown as well as to raise the funds through a tax levy which is specific to the defined area of the DCBIA. Sections 7 and 8 of the bylaw require that Council approve the annual budget request, as well as authorize the tax levy required to raise the funds. Section 10 of the bylaw requires that the DCBIA submit their annual financial statements to the City.

EXECUTIVE SUMMARY:

The Downtown Courtenay Business Improvement Area Bylaw No. 2264, 2002 empowers Council to approve, on an annual basis, funding requested by the DCBIA. The amount approved may not exceed the Bylaw maximum of \$60,000 per year.

For the 2014 operating year, Council approved a budget of \$60,000. The attached 2014 DCBIA Financial Statements have been submitted for Council's review and acceptance.

For the 2015 operating year, the DCBIA have submitted their budget and tax levy request in the amount of \$60,000.

CAO RECOMMENDATIONS:

That based on the April 7, 2015 staff report "Downtown Courtenay Business Improvement Association – 2014 Financial Statements and 2015 Budget/Tax Levy Request" Council approve OPTION 1 to receive the DCBIA 2014 Financial Statements and to approve the 2015 Budget and Tax Levy request in the amount of \$60,000.

Respectfully submitted,

David Allen, BES, CLGEM, SCLGM
Chief Administrative Officer

BACKGROUND:

Bylaw No. 2264, 2002 was established for the purpose of annually funding a business promotion scheme for the Downtown Courtenay Business Improvement Area. Each year the DCBIA submits their annual financial statements for the previous year, as well as their budget and related tax levy request for the upcoming year for Council approval.

DISCUSSION:

Bylaw No. 2264 empowers Council to annually approve DCBIA funding to an amount not exceeding the sum of Sixty Thousand Dollars (\$60,000). Funding provided to the DCBIA pursuant to this bylaw is recovered through the imposition of a special property tax levy which is applied to the properties within the downtown Courtenay business improvement area.

Attached for Council's review and receipt are the DCBIA Financial Statements for the year ended December 31, 2014.

For the DCBIA fiscal year 2015, proposed budget expenditures and requested tax levy total \$60,000. On Council approval, this amount will be reflected under the category of "Collections for Other Authorities" in the 2015-2019 Financial Plan, and is the amount on which the 2015 DCBIA tax rate will be calculated.

ADMINISTRATIVE IMPLICATIONS:

Subsequent to Council adoption of the amendment bylaw, staff will calculate the required DCBIA tax rate and ensure that it is included in the annual tax rates bylaw. This is included in the annual Financial Services Department Work Plan.

STRATEGIC PLAN REFERENCE:

While this matter is not specifically referred to in the City's strategic plan, it is an annual requirement for staff to attend to and for Council to review and approve.

OFFICIAL COMMUNITY PLAN REFERENCE:

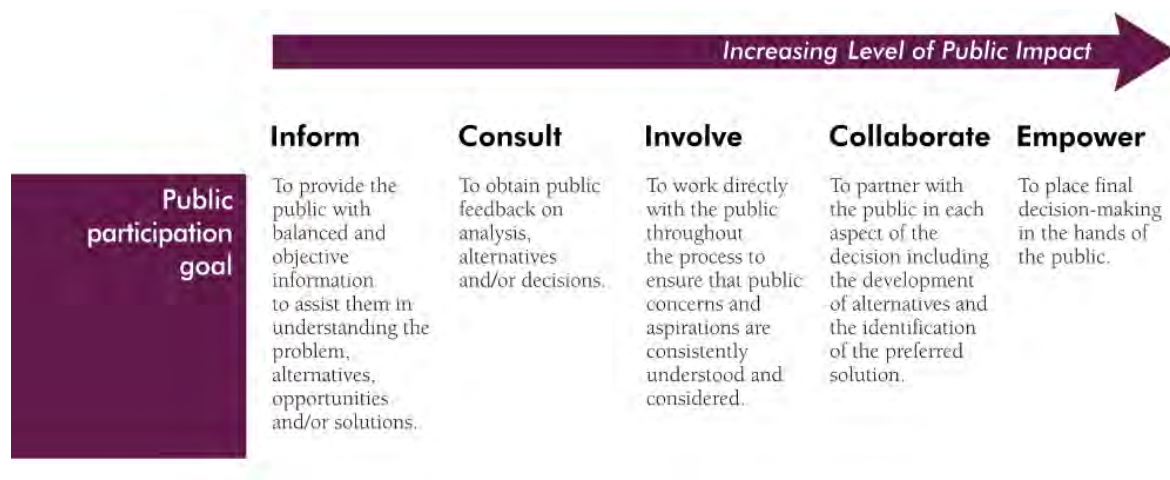
Goal 1. Downtown: Preserve and protect downtown Courtenay as an integral part of the community's social and cultural life, its identity and its economy.

REGIONAL GROWTH STRATEGY REFERENCE:

Not applicable.

CITIZEN/PUBLIC ENGAGEMENT:

The public will be informed of the outcome of Council's consideration of the BIA 2015 Budget Request and review of the BIA 2014 Financial Statements. This is based on level one of the IAP2 Spectrum of Public Participation adopted as an element of Sound Project Design for the Corporate Workplan.

**OPTIONS:**

OPTION 1: That Council receive the Downtown Courtenay Business Improvement Association 2014 Financial Statements, and approves the 2015 Budget and 2015 Tax Levy Request in the amount of \$60,000.

OPTION 2: That Council defer receipt of the Downtown Courtenay Business Improvement Association 2014 Financial Statements, and approval of the 2015 Budget and 2015 Tax Levy Request in the amount of \$60,000 for further discussion.

While Option 2 provides time for further discussion, it also impacts the schedule required to adopt the 2015-2019 Financial Plan and 2015 Tax Rates Bylaws by May 15, 2015, which is a statutory requirement.

Prepared by:

Jennifer Nelson, CPA, CGA

Manager of Financial Planning

Concurrence:

Tillie Manthey, BA, CPA, CGA

Director, Financial Services/Deputy CAO

Attch: DCBIA – 2014 Financial Statements
DCBIA – 2015 Budget and Tax Levy Request

DOWNTOWN COURTENAY BUSINESS IMPROVEMENT ASSOCIATION

Financial Statements

Year Ended December 31, 2014

(Unaudited)



Lund
Thorburn
Guinan

DOWNTOWN COURTENAY BUSINESS IMPROVEMENT ASSOCIATION

Index to Financial Statements

Year Ended December 31, 2014

(Unaudited)

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FINANCIAL STATEMENTS	
Statement of Financial Position	2
Statement of Revenues and Expenditures	3
Statement of Changes in Net Assets	4
Statement of Cash Flows	5
Notes to Financial Statements	6 - 7





Lund
Thorburn
Guinan

Certified General Accountants

REVIEW ENGAGEMENT REPORT

To the Members of Downtown Courtenay Business Improvement Association

We have reviewed the statement of financial position of Downtown Courtenay Business Improvement Association as at December 31, 2014 and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended. Our review was made in accordance with Canadian generally accepted standards for review engagements and, accordingly, consisted primarily of inquiry, analytical procedures and discussion related to information supplied to us by the association.

A review does not constitute an audit and, consequently, we do not express an audit opinion on these financial statements.

Based on our review, nothing has come to our attention that causes us to believe that these financial statements are not, in all material respects, in accordance with Canadian accounting standards for not-for-profit organizations.

Courtenay, British Columbia
February 27, 2015

Lund Thorburn Guinan
CERTIFIED GENERAL ACCOUNTANTS

DOWNTOWN COURTENAY BUSINESS IMPROVEMENT ASSOCIATION

Statement of Financial Position

December 31, 2014

(Unaudited)

	2014	2013 <i>RESTATED</i>
ASSETS		
CURRENT		
Cash	\$ 24,959	\$ 35,735
Accounts receivable	40	550
Goods and services tax recoverable	2,963	1,678
Prepaid expenses	<u>3,512</u>	<u>2,550</u>
	<u>\$ 31,474</u>	<u>\$ 40,513</u>
LIABILITIES		
CURRENT		
Accounts payable	\$ 9,415	\$ 12,747
NET ASSETS		
Unrestricted fund	<u>22,059</u>	<u>27,766</u>
	<u>\$ 31,474</u>	<u>\$ 40,513</u>

APPROVED ON BEHALF OF THE BOARD

 *Member*
 *Member*

The attached notes are an integral part of these financial statements.



DOWNTOWN COURTENAY BUSINESS IMPROVEMENT ASSOCIATION
Statement of Revenues and Expenditures
Year Ended December 31, 2014
(Unaudited)

	2014	2013 <i>RESTATED</i>
REVENUE		
Municipal fees	\$ 60,000	\$ 60,000
Memberships, interest & other income	1,028	1,445
Event income	16,070	13,567
	<u>77,098</u>	<u>75,012</u>
EXPENSES		
Advertising and promotion	8,561	14,128
Business taxes, licenses and memberships	446	443
Co-ordinator	21,525	21,044
Events	30,443	33,206
Infrastructure	10,466	20,518
Insurance	2,853	2,922
Interest and bank charges	137	213
Meetings and conventions	2,391	2,519
Office	2,678	2,257
Professional fees	3,305	3,275
	<u>82,805</u>	<u>100,525</u>
DEFICIENCY OF REVENUE OVER EXPENSES	<u>\$ (5,707)</u>	<u>\$ (25,513)</u>

The attached notes are an integral part of these financial statements.

DOWNTOWN COURTENAY BUSINESS IMPROVEMENT ASSOCIATION

Statement of Changes in Net Assets

Year Ended December 31, 2014

(Unaudited)

	2014	2013 <i>RESTATED</i>
UNRESTRICTED NET ASSETS - BEGINNING OF YEAR	\$ 27,766	\$ 53,279
Deficiency of revenue over expenses	(5,707)	(20,503)
Prior period adjustment <i>(Note 4)</i>	-	(5,010)
	-	-
UNRESTRICTED NET ASSETS - END OF YEAR	\$ 22,059	\$ 27,766

The attached notes are an integral part of these financial statements.



DOWNTOWN COURTENAY BUSINESS IMPROVEMENT ASSOCIATION

Statement of Cash Flows

Year Ended December 31, 2014

(Unaudited)

	2014	2013 <i>RESTATED</i>
OPERATING ACTIVITIES		
Cash received from the City of Courtenay	\$ 60,000	\$ 60,000
Cash received from other sources	17,608	14,462
Cash paid to suppliers	(86,962)	(95,214)
Interest paid	(137)	(214)
Goods and services tax	(1,285)	3,383
DECREASE IN CASH FLOW	(10,776)	(17,583)
Cash - beginning of year	35,735	53,318
CASH - END OF YEAR	\$ 24,959	\$ 35,735
CASH CONSISTS OF:		
Cash	\$ 24,959	\$ 35,735

The attached notes are an integral part of these financial statements.

DOWNTOWN COURTENAY BUSINESS IMPROVEMENT ASSOCIATION

Notes to Financial Statements

Year Ended December 31, 2014

(Unaudited)

1. PURPOSE OF THE ASSOCIATION

Downtown Courtenay Business Improvement Association (the "association") is incorporated under the Society Act of British Columbia on October 31, 1995. The purpose of the Association is to provide leadership in the business community to ensure that the Downtown Courtenay Business Improvement Area continues to be a vibrant and responsive area meeting the needs of its members and the public, and that the Association remains on the leading edge of change.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Revenue recognition

Downtown Courtenay Business Improvement Association follows the deferral method of accounting for contributions.

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

Tangible capital assets

The Association follows the policy of expensing capital assets when they are acquired. There were no tangible capital assets acquired during the year.

Financial instruments policy

The financial instruments of the Association consist of cash, short term investments, receivables, prepaid expenses and payables. In accordance with the Chartered Professional Accountants (CPA) Handbook, these financial instruments are measured at their fair value.

Interest income is reported in net income.

3. FINANCIAL INSTRUMENTS

Currency risk

Currency risk is the risk to the company's earnings that arise from fluctuations of foreign exchange rates and the degree of volatility of these rates. The association is not exposed to foreign currency exchange risk because it has no financial assets nor liabilities denominated in foreign currencies.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. The association is not exposed to interest rate risk because it has no outstanding loan terms.

DOWNTOWN COURTENAY BUSINESS IMPROVEMENT ASSOCIATION

Notes to Financial Statements

Year Ended December 31, 2014

(Unaudited)

4. CORRECTION OF PRIOR PERIOD ERROR

In 2014, after the association's 2013 financial statements were approved for issue, the association discovered that revenues collected and expenses paid of \$550.00 and \$5,760.38 respectively were related to 2013. The financial statements of 2013 have been restated to correct this error. The effect of the restatement is that the balance of retained earnings at the beginning of 2014 have been reduced by \$5,010, which is the amount by which the 2013 profit has been decreased. There is no effect on this year's income. The effect of the change on the 2013 Financial Statements is tabulated below.

	2013
Increase in event income	\$ 550
(Increase) in co-ordinator expense	(1,794)
(Increase) in events expense	(3,766)
(Decrease) in net income	<u>\$ (5,010)</u>

5. NET ASSETS

According to the Association's Act of Incorporation, any surplus derived from carrying on the affairs and business of the Association shall be devoted and applied solely in promoting and carrying out its objective and purpose, and shall not be divided among its members.

6. ECONOMIC DEPENDENCE

The association has received funding from the City of Courtenay which represents 78% of the Association's annual revenues, and as such the Association is economically dependant on the City of Courtenay.

7. INCOME TAXES

The Association is exempt from tax under subsection 149(1)(L) of the income tax act but is required to file annual corporate tax returns.

PRESIDENT
Deana Simkin
Billy D's Pub & Bistro
250-334-8811

VICE-PRESIDENT
Jenny Deters
Rattan Plus
250-650-2338

TREASURER
Alana Pearson
MNP
778-225-7246

RECORDING SECRETARY
Lorna Hughes
Carderos Coffee & Tea
250-338-2519

DIRECTORS
Christine Wilson
The Butcher Block Meats
250-338-1412

Colin Wilson
Dr. Colin Wilson, Chiropractor
250-898-8683

Haeley Campbell
Mudsharks Coffee Bar
250-338-0939

Jorden Marshall
Hot Chocolates and
Cakebread Bakery
250-338-8211

EXECUTIVE DIRECTOR
Kim Stubblefield
250-703-3790
info@downtowncourtenay.com

#203 – 580 Duncan Ave.
Courtenay, BC
V9N 2M7



Downtown Courtenay Business Improvement Association

February 21, 2015

City of Courtenay
Corporate Services Department
Finance Division
Ms. Tillie Manthey
830 Cliffe Avenue
Courtenay, BC V9N 2J7

Dear Ms. Manthey:

**RE: Downtown Courtenay Business Improvement Association (DCBIA)
2015 Budget**

Please find below the proposed budget for the DCBIA for 2015, approved by the Board of Directors.

Proposed DCBIA 2015 Budget

\$	3,500.00	Accounting & Legal
	700.00	Annual General Meeting
	3,500.00	BIABC Conference
	2,000.00	Business Mixers
	950.00	Business Recruitment
	22,050.00	Executive Director Contract
	2,000.00	General Administration and Expenses
	11,000.00	Infrastructure and Streetscape
	2,300.00	Insurance
	12,000.00	Marketing and Special Events
	<hr/>	
	\$60,000.00	Total Budget for 2015 and
		<hr/>
		requested Tax Levy for 2015

Please feel free to contact me if you should have any questions, 250-218-9736.

Yours truly,

Deana Simkin
DCBIA President

www.downtowncourtenay.com

Minutes of a City of Courtenay Heritage Advisory Commission meeting held January 28, 2015 at 10:00 a.m. at the Courtenay and District Museum

Present: L. Burns J. Hagen L. Grant C. Piercy H. Squire
J. Fortin E. Ferguson, staff

FOR
INFO

Absent: D. Griffiths R. Smith

MINUTES Moved by J. Fortin and seconded by C. Piercy that the minutes of the December 10 meeting be adopted as circulated.

CARRIED

OLD BUSINESS

40 HOUSES	Tabled until March
REPORT OF CENTENNIAL COMMITTEE	L. Burns reported on New Year's Eve Gala and New Year's Day Activities. All events were well attended. Future activities include block parties in City Parks and Homecoming Week.
BYLAW INQUIRY	Tabled until next meeting.
FUTURE MEMBERSHIP	Tabled until next meeting.
INVITATION TO PRESENT HERITAGE RENNOVATION VIDEO OF 1085 5 th Street	Tabled for future meeting.
HERITAGE WEEK ACTIVITIES	Attending Cumberland Heritage Faire with Centennial Display. Display to be hosted in McConochies Building at the corner of 5 th and England. Discussion on logistics of heritage faire.
DOWNTOWN WALKING TOUR BROCHURE	A. Guillo will update Downtown Walking Tour Brochure for May.
THANK YOU LETTERS	L. Burns to contact S. Karvalics regarding letters for M. Hobson and D. Levett thanking them for their service on the heritage advisory commission.
VIDEO OF 1085 5 th STREET RENOVATION	Invitation to owner to show video at a meeting is postponed.

NEW BUSINESS

COUNCIL DELEGATION	Heritage Advisory Commission to appear as delegation to promote heritage week activities with annual report to be presented at a later date.
HERITAGE APPRECIATION LETTERS	Start to construct this year's inventory list for appreciation letters.

CORRESPONDENCE

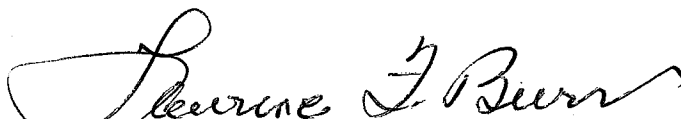
HERITAGE BC

Webinar information, Heritage Week, Call for nominations regarding Chinese Historic Places Recognition Project

FOR YOUR INFORMATION

- Inquiry on history of the bowling alley property
- History of the name of Robert Lang Drive
- Betty Annand play
- Old City Hall Clock is being moved to mezzanine above Stores at public works yard as it is a heated space

Next Meeting: February 25, 2015 at 10 a.m.
The meeting adjourned at 12:00 pm.



Chair

Minutes of a City of Courtenay Heritage Advisory Commission meeting held February 25, 2015 at 10:00 a.m. at the Courtenay and District Museum

FOR
INFO

Present: L. Burns J. Hagen C. Piercy H. Squire
J. Fortin

Absent: D. Griffiths R. Smith L. Grant E. Ferguson, staff

MINUTES Review of January minutes tabled until next meeting.

OLD BUSINESS

40 HOUSES Tabled until March.

REPORT OF CENTENNIAL COMMITTEE L. Burns reported on Centennial events and indicated that progress is being made on many fronts.

BYLAW INQUIRY Tabled.

FUTURE MEMBERSHIP Tabled.

CENTENNIAL DISPLAY/ HERITAGE WEEK ACTIVITIES Members hosted centennial display "walk through time" at Cumberland Heritage Faire. Discussion of other locations including V.I. Municipal Convention, Fire Fighters Dinner/ Museum, Evergreen Centre/Filberg, Library.

March 4 workshop planned 10am. @ City Hall to discuss display locations.

HERITAGE RENNOVATION VIDEO OF 1085 5th Street Tabled for future meeting.

DOWNTOWN WALKING TOUR BROCHURE A. Guillo will update Downtown Walking Tour Brochure for May.

THANK YOU LETTERS Letter of appreciation has been sent to D. Levett thanking her for her service on the heritage advisory commission.

NEW BUSINESS

REPORT FROM MUSEUM Tabled.

HERITAGE APPRECIATION LETTERS Renovations at 345 Pidcock, 575 3rd, 1030 Fitzgerald were nominated for 2015 appreciation cards.

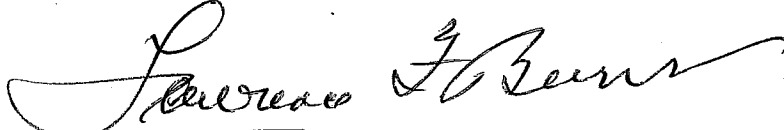
RECOGNITION LETTERS Moved by C. Piercy and seconded by J.Hagen that the HAC send a letter to Council of appreciation for the exemplary work that Erin Ferguson does on behalf of the Commission.

CARRIED

CORRESPONDENCE
HERITAGE BC

Heritage BC newsletter was emailed to members.

Next Meeting: March 25, 2015 at 10 a.m.
The meeting adjourned at 11:30 pm.


Chair