



# Project Definition Report: Before and After School Childcare

Creating a Plan for Childcare Opportunities  
within the Burnaby School District

October 2019

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## Executive Summary

### Community Consultation Process

The Burnaby School District conducted a comprehensive community consultation process that allowed many stakeholders with an interest in childcare to participate and provide feedback into the development of the Project Definition Report. The community consultation occurred during April and May 2019, with feedback being collated during the month of June.

The majority of the consultation groups noted that access to space for before and after school childcare was a major concern. Participants agreed that the need for childcare in Burnaby was high and space to accommodate childcare was limited. School staff were concerned about overcrowding in schools and community members expressed some concern about portables taking up green space and/or play areas on school grounds.

Meetings occurred with the City of Burnaby to explore synergy opportunities between infant/toddler and 3-5 year old group childcare initiatives and the before and after school district childcare programs. The two organizations share a common interest to expand program offerings to support childcare needs in the Burnaby community.

Based on consultation with the City of Burnaby, joint childcare project opportunities exist, including infant/toddler, 3-5 year old group childcare and before and after school childcare. The identified sites are listed below:

1. Burnaby North Secondary School
2. Marian Learning Resource Centre
3. Marlborough Elementary School (City land required)
4. Westridge Elementary School
5. Cascade Heights Elementary School
6. Taylor Park Elementary School (City land required)

### Childcare Spaces in Schools

Based on enrolment projections, it is anticipated that certain schools will grow beyond their current operating capacity. The long-term availability of surplus space for childcare providers currently in those schools is uncertain.

A common theme that emerged during the childcare consultation process was an interest to change the waitlist system from a "school-based priority" to a "childcare community hub" system. Under the existing approach, students in schools that apply for and receive support for childcare at their school have priority over students not attending that school.

Existing childcare operators maintain waitlists based on the "school-based priority" system. The implementation of Recommendation #1 would be done on a go-forward basis; that is, they would maintain their existing wait-list but would change their practice to a "childcare community hub" as a condition of their annual licence. Any new childcare operator that obtains a licence from the school district will be required to comply with Recommendation #1 from the start of operations.



## **Recommendation #1 – Childcare Licences to Occupy**

**THAT** the existing annual childcare licence to occupy require childcare operators on school district sites to register children and administer their waitlists based on a “childcare community hub placement priority,” model outlined below:

1. Children who are on the existing waitlist of the childcare provider.
2. Children whose residence is within Burnaby, and if school age, attend one of the hub schools.
3. Children whose residence is within Burnaby, and if school age, attend a Burnaby school located in another childcare hub.
4. Children whose residence is outside of Burnaby, and if school age, attend one of the hub schools.
5. Children whose residence is outside of Burnaby, and if school age, attend a school outside of the childcare hub.

If required, district staff will continue to refine the waitlist criteria in collaboration with childcare providers operating on school district sites.

### **Long Range Facility Plan**

Elementary school-age enrolment has increased by more than 800 students over the last 10 years. Enrolment projections over the 10-year period from 2019/20 to 2028/29 show a significant increase in elementary enrolment and a gradual increase in secondary enrolment. Combined K-12 enrolment is projected to increase year on year over this time frame, going from 22,973 in 2018/19 to 28,527 in 2028/29 (24.2% aggregate increase). Enrolment increases across the district are driven by significant growth at the elementary levels, which over time results in growth at the secondary levels. District elementary enrolment will exceed operating capacity in 2019/20.

### **Childcare Project Selection**

The consultation meetings confirmed the high demand for all forms of childcare in the City of Burnaby. While this Project Definition Report is focused solely on the possibility of increasing the number of before and after school childcare programs, potential synergies with the City of Burnaby for Infant/toddler and 3-5 year old group childcare sites were identified. Therefore, the selection of potential before and after school program sites also took into consideration childcare needs determined by the City of Burnaby.

The following selection criteria have been applied to all 41 elementary schools in the district to derive the potential childcare school sites:

- ✓ Neighbouring schools in area of high need;
- ✓ Feedback collected during the community consultation process;
- ✓ Distribution of new childcare programs throughout the city;
- ✓ Seismic mitigation project versus new build capital project;
- ✓ Current childcare site where providers have in excess of 50 children on their waitlists; and,
- ✓ The Parent Advisory Council and principal have identified the school community as being an area of high need.

The following additional selection criteria further filtered the potential childcare centres:

- ✓ Coordination with City of Burnaby childcare initiatives;
- ✓ District Long-Range Facility Plan; and,
- ✓ District recovery of classrooms.

## Recommended Childcare Project

The recommended childcare strategy is based on the input received from community consultation, application of the Long Range Facility Plan, and the site-specific capital assessment.

### **Recommendation #2 – Childcare Strategy**

**THAT** the Board of Education pursue full cost recovery childcare funding from the Ministry of Children and Family Development for K/1 and grade 2+ childcare, and the City of Burnaby infant/toddler and 3-5 year old group childcare for the following recommended projects:

#### Phase 1 – January 2020

1. Second Street Community (MCFD K/1)
2. Stride Avenue Community (MCFD K/1)

#### Phase 2 – September 2020

3. Rosser Elementary (K/1 and grade 2+)
4. Marian Learning Resource Centre (MCFD K/1 and grade 2+ | city infant/toddler and 3-5 year old group childcare)
5. Marlborough Elementary (K/1 and two grade 2+)
6. Marlborough Elementary (city infant/toddler and 3-5 year old group childcare)
7. Westridge Elementary (K/1 and grade 2+, city infant/toddler and 3-5 year old group childcare)
8. Cascade Heights Elementary (MCFD K/1 and grade 2+ | city infant/toddler and 3-5 year old group childcare)
9. Suncrest Elementary (MCFD K/1 and grade 2+)

#### Phase 3 – September 2021

10. Taylor Park Elementary (MCFD K/1 and grade 2+ | city infant/toddler and 3-5 year old group childcare)
11. Brantford Elementary (MCFD K/1 and grade 2+)
12. Kitchener Elementary (MCFD grade K-7)
13. Twelfth Avenue Elementary (MCFD grade K-7)
14. Stoney Creek Community (MCFD grade K-7)

FURTHER THAT the Board of Education authorize the Secretary Treasurer to enter into agreements to support the implementation of the childcare strategy.

### **Recommendation #3 – Procurement Method**

**THAT** Construction Management be used as the most appropriate procurement method. The construction manager should be selected through an open bidding process; sub-contracts should also be procured through an open bidding process to ensure price competition.

## Project Development

### Community Consultation Process

The Burnaby School District conducted a comprehensive community consultation process that allowed many stakeholders with an interest in childcare to participate and provide feedback into the development of the Project Definition Report. The community consultation occurred during April and May 2019, with feedback being collated during the month of June. The following stakeholders participated in consultation sessions:

- Ministry of Children and Family Development
- Ministry of Education
- City of Burnaby
  - Senior Social Planner
  - Childcare Resource Group (CCRG)
- Burnaby School District's Maintenance Services
- Elementary principals/vice-principals
- School Communities (Early-years Developmental Index/Middle-years Development Index Zones)
- District Parent Advisory Council (DPAC)
- District Community School Advisory Council Committee (DCSACC)
- School Parent Advisory Council (PAC)
- Burnaby Principals & Vice-Principals' Association Executive (BPVPA)
- Burnaby Teachers' Association Executive (BTA)
- Canadian Union of Public Employees Executive (CUPE), Local 379
- Childcare Resource and Referral (YMCA)
- Early Childhood Development (ECD) Table
- Current childcare partners

Each consultation session began with a presentation on childcare in the school district providing a historical context and sharing the findings of the Feasibility Study. The facilitation process was structured to create a shared dialogue and collect feedback based on the six options identified in the Feasibility Study. Participants were asked to comment on the following:

- Strengths (what is working?)
- Challenges (what is not working?)
- Opportunities (what would you like to see?)
- Gaps (what is missing?)

Through the development of the Project Definition Report, the Trustee Building & Grounds Committee received periodic updates on milestones and summary information on findings.

### Community Consultation Summary

Consultation sessions, which occurred during April and May 2019, included representation from principals / vice-principals, parent advisory councils/community councils and parent representatives from all 41 elementary schools; and 11 childcare service providers. A number of themes arose throughout the consultation process that informed the development of the recommendations.

Parents/caregivers and Service Providers felt valued and appreciated the school district's support of Burnaby families and their need for childcare. Participants looked forward to the possibility of expanding existing community partnerships and creating more opportunities for philosophical alignment between the district and childcare staff. During the consultation process there were numerous conversations about the benefits of supporting seamless transitions from school to childcare settings, as well as more equitable access to childcare for children with special needs. Service providers also looked forward to an opportunity to re-evaluate the current Request for Proposals (RFP) process.

Regarding shared space, participants addressed concerns about the cost and use of materials, equipment and furniture. School district staff and parents/caregivers wanted to ensure adequate funding to support the use of shared spaces with regard to safety, quality, and overall aesthetics. There was also conversation about staff time and consideration given to school staff in shared spaces.

The majority of the consultation groups noted that access to space for before and after school childcare was a major concern. Participants agreed that the need for childcare in Burnaby was high and space to accommodate childcare was limited. School staff were concerned about overcrowding in schools and community members expressed some concern about portables taking up green space and/or play areas on school grounds. As a result of enrolment growth classroom space in schools is limited and the preferred option for before and after school childcare is portable placement on school grounds and/or designated childcare space in new builds/seismic upgrades. Currently there is an extensive waitlist for portable construction that could potentially result in delays to portables.

Cost was another theme that continued to surface during the consultation process. There were concerns from parents/caregivers about high childcare costs connected to operating quality programs and recruiting and retaining qualified staff. According to childcare service providers, access to qualified childcare staff continues to be an issue in Burnaby. The Ministry of Children and Family Development is working with childcare operators to increase opportunities for wage enhancement as well as incentives for education in the field of Early Childhood.

In schools that do not currently have on site childcare, there were concerns about equitable availability to childcare space. A number of consultations groups requested childcare communities of schools that could serve as hubs for schools located in close proximity. Recommendations were made to have well-managed waitlists that reflect a fair system for children attending the schools identified in a hub to ensure equal access to the childcare provider on site. In some of these circumstances, a walking school bus or a school bus operated by the childcare provider would be required to transport children to and from schools to childcare hubs.

Ongoing operations and maintenance of childcare sites continuously came up during the consultation process. Service providers acknowledged the additional demand on school district staff and reported challenges particularly around hours outside the traditional school year. There was also conversation about the additional demands that BC Licencing Regulations put on childcare sites that are not always



consistent with those of the school district. Participants appreciated that the school district had a clear structure in place to manage and communicate with childcare service providers.

Participants in the consultation process showed a preference for Option 1 (School District Space Allocated to Childcare Provider), Option 5 (Capital Project – Not-for-Profit Partner) and Option 6 (Capital Project – SD41 Operates Centre). Parents/caregivers, school staff and childcare service providers made a recommendation to add an Option 7 (Capital Project – SD41 Owned, Operator Run) to the Feasibility Study. In Option 7, the school district identifies the school site, applies for the Childcare New Space Funding and identifies a not-for-profit childcare provider, or issues a Request for Proposals to select a not-for-profit childcare provider to be located on a school site.

The details in the above summary provided district staff with the necessary information to make further recommendations outlined in the Project Definition Report.

See Appendix 2 – Consultation Meeting Summaries for information gathered at each session.

### City of Burnaby Consultation

Meetings occurred with the City of Burnaby to explore synergy opportunities between Infant/toddler and 3-5 year old group childcare initiatives and the before and after school district childcare programs. The two organizations share a common interest to expand program offerings to support childcare needs in the Burnaby community.

#### *Existing Synergies*

The City of Burnaby and the school district have entered into a master agreement to cooperate on childcare initiatives. Site selection, capital funding and program operating issues have been finalized to ensure efficient operation once childcare centres are opened.

In June 2017, the school district proposed six potential school sites to accommodate the City of Burnaby centres. They included: 1) Stride Avenue Community School, 2) Suncrest Elementary School, 3) Cascade Heights Elementary School, 4) Montecito Elementary School, 5) Capitol Hill Elementary School, 6) and Parkcrest Elementary School. Existing projects established through the agreement are:

1. Montecito Elementary School – 30 month to under 6 year old program
2. Capitol Hill Elementary School – 30 month to under 6 year old program
3. Stride Avenue Community School – 30 month to under 6 years old program
4. Burnaby North Secondary School – infant and toddler program (tentative)

The City of Burnaby has indicated that they will be pursuing additional childcare centres on school sites across the district. Coordinating meetings have ensured that both initiatives are planned in concert. Where possible integrated approaches will be used to reduce cost and improve services to parents.

School sites have physical limitations on the number of portables that can be accommodated. Issues such as fire lane access, parking, location of sewer and water, and student supervision affect placement decisions.

#### *Joint Childcare Project Opportunities*

Based on consultation with the City of Burnaby, in addition to the four existing joint childcare projects outlined in this report, the following potential joint opportunities exist:

1. Marian Learning Resource Centre – A funding request will be presented to the Ministry of Children and Family Development to establish a K/1 (24 spaces) and grade 2+ (30 spaces) childcare centre in the Marian Learning Resource Centre. A shared opportunity with the City of Burnaby also exists for a standalone infant/toddler centre (12 spaces) and an age 3-5 year old group childcare centre.
2. Westridge Elementary – The school district has received a request from the Parent Advisory Council and Principal for a childcare program at Westridge Elementary school. If the request is supported by the Board, then an opportunity exists for the City of Burnaby to develop an infant/toddler and a 3-5 year old group childcare centre on the site.
3. Parkcrest Elementary – A before and after school childcare centre currently exists on the Parkcrest Elementary site. Space exists to install a separate portable to host either an infant/toddler or a 3-5 year old group childcare centre.
4. Taylor Park Elementary – Waitlist data indicate a high need for all forms of childcare in the Taylor Park Elementary School attendance boundary. School site limitations prohibit the installation of a childcare facility unless the city-owned land north of the existing playfield is incorporated into a coordinated solution. Discussions are underway to explore the feasibility of accessing this land.
5. Marlborough Elementary – The City of Burnaby is interested in expanding infant/toddler and 3-5 year old group childcare supports near Marlborough Elementary School. The school site limitation does not support such a strategy. However, there is a potential to install a two-portable solution on city-owned land on the north-east corner of the property. Discussions are underway to explore the feasibility of accessing this land.
6. Cascade Heights Elementary – The school district has determined that a before and after school childcare centre is warranted for Cascade Heights Elementary. If the request is supported by the Board, then an opportunity exists for the City of Burnaby to develop an infant/toddler and a 3-5 year old group childcare centre on the site.

Additional joint childcare opportunities with the City of Burnaby are limited given site restrictions and the potential expansion of before and after school childcare on school sites.

## Existing Childcare Sites

### Current Programs

The district currently provides space to before and after school childcare providers in schools that have available space and where a community demand exists.

Additionally, the district partners with other agencies (i.e. the City of Burnaby, SFU, and other providers) to support the construction of permanent space on district property. The following table indicates the location and type of space being provided by educational zone and school.

	School	Possible Impact on Classroom Space due to Projected Enrolment	Operator In Classroom	Operator In Portable	Operator Type (On Site or Portable)	Other Childcare Provider(s) in Attendance Area
Brentwood North	Aubrey					Y
	Brentwood Park	Projected Over Current Capacity		Y	Before and After School Childcare & Preschool	Y
	Capitol Hill		Y		Before and After School Childcare	
	Confederation Park					Y
	Gilmore		Y		Preschool	Y
	Kitchener	Projected Over Current Capacity	Y		Before and After School Childcare	
	Lochdale			Y	Before and After School Childcare	
	Montecito					
	Parkcrest			Y	Before and After School Childcare & Preschool	
	Rosser		Y		Before and After School Childcare & Preschool	Y
	Sperling	Cross-District Enrolment Limited				Y
	Westridge					Y
Kingsway South	Clinton	Cross-District Enrolment Limited		Y	Before and After School Childcare & Preschool	
	Glenwood					
	Maywood	Projected Over Current Capacity	Y		Before and After School Childcare	
	Nelson	Cross-District Enrolment Limited				Y
	South Slope		Y		Before and After School Childcare, Group Childcare (3-5) & Preschool	
	Stride	Projected Over Current Capacity		Y	Before and After School Childcare	
	Suncrest	Cross-District Enrolment Limited	Y		Before and After School Childcare	
	Taylor Park	Projected Over Current Capacity				Y
	Windsor			Y	Before and After School Childcare	Y
Central West	Brantford					Y
	Buckingham	Projected Over Current Capacity				
	Cascade Heights	Projected Over Current Capacity	Y		Before and After School Childcare	
	Chaffey-Burke	Cross-District Enrolment Limited				Y
	Douglas		Y		Before and After School Childcare	
	Gilpin			Y	Before and After School Childcare & Preschool	
	Inman					Y
	Lakeview			Y	Preschool	
	Marlborough	Cross-District Enrolment Limited		Y	Before and After School Childcare & Preschool	Y
	Morley		Y		Before and After School Childcare, Group Childcare (3-5) & Preschool	
Cariboo Lougheed	Armstrong			Y	Preschool	Y
	Cameron	Projected Over Current Capacity	Y		Before and After School Childcare	
	Edmonds					Y
	Forest Grove	Cross-District Enrolment Limited	Y		Before and After School Childcare	
	Lyndhurst	Cross-District Enrolment Limited	Y		Before and After School Childcare	
	Seaforth					Y
	Second Street			Y	Before and After School Childcare	
	Stoney Creek			Y	Before and After School Childcare	
	Twelfth Avenue			Y	Before and After School Childcare	
	University Highlands		Y		Before and After School Childcare	Y

Cross-District Enrolment Limited	Enrolment limited for the majority of the next 10 years to prevent school from going over capacity
Projected Over Current Capacity	Enrolment projected to exceed current capacity

### Childcare Spaces in Schools

Based on district 10-year enrolment projections, it is anticipated that certain schools will grow beyond their current operating capacity. The long-term availability of surplus space for childcare providers currently in those schools is uncertain. The district may be required to reclaim classroom space from childcare providers due to school enrolment growth as outlined in district lease agreements. The following schools may be affected:

School	Estimated Date to Reclaim Classroom Space
Maywood Community School	July 01, 2022
Kitchener Elementary	July 01, 2022
Cascade Heights Elementary	July 01, 2023

The City of Burnaby is experiencing significant development that could alter the student growth pattern, which may affect the number of classrooms available to support childcare centres. Annual reviews will continue to occur to identify childcare centres that may be affected.

The district has determined that there are no available classrooms or district owned portables in elementary schools available for childcare centres. As such, any childcare program expansion is limited to shared school space (limited opportunity) or standalone portables design-built for childcare.

### Childcare Priority Placement

A common theme that emerged during the childcare consultation process was an interest to change the placement priorities of children attending childcare centres on school district sites. Under the existing "school-based placement priority" model, childcare operators register children, and maintain their wait-lists, for children currently attending the school where the childcare is located.

Recommendation #1 would change the current practice of a "school-based placement priority" model to a "childcare community hub placement priority" model. The "childcare community hub placement priority" model provides equal access to all children attending any of the schools in the childcare community hub. Moving forward, existing or new childcare operators that obtain a licence from the school district must comply with the guidelines listed below in Recommendation #1.

### **Recommendation #1 – Childcare Licences to Occupy**

**THAT** the existing annual childcare licence to occupy require childcare operators on school district sites to register children and administer their wait-lists based on a "childcare community hub placement priority," model outlined below:

1. Children who are on the existing wait-list of the childcare provider.
2. Children whose residence is within Burnaby, and if school age, attend one of the hub schools.
3. Children whose residence is within Burnaby, and if school age, attend a Burnaby school located in another childcare hub.
4. Children whose residence is outside of Burnaby, and if school age, attend one of the hub schools.



5. Children whose residence is outside of Burnaby, and if school age, attend a school outside of the childcare hub.

If required, district staff will continue to refine the wait-list criteria in collaboration with childcare providers operating on school district sites.

### Childcare Community Hubs

The following proposed “childcare community hubs” will improve equitable access to childcare services across the school district:

<p>Stride Avenue Community School (Kingsway South Zone)</p> <ul style="list-style-type: none"> <li>• Stride Avenue Community School</li> <li>• Taylor Park Elementary</li> </ul>	<p>Suncrest Elementary (Kingsway South Zone)</p> <ul style="list-style-type: none"> <li>• Suncrest Elementary</li> <li>• South Slope Elementary</li> </ul>
<p>Rosser Elementary (Brentwood North Zone)</p> <ul style="list-style-type: none"> <li>• Rosser Elementary</li> <li>• Gilmore Elementary</li> <li>• Confederation Park Elementary</li> </ul>	<p>Cascade Heights Elementary (Central West Zone)</p> <ul style="list-style-type: none"> <li>• Cascade Heights Elementary</li> <li>• Inman Elementary</li> </ul>
<p>Marian Learning Resource Centre (Cariboo Lougheed Zone)</p> <ul style="list-style-type: none"> <li>• Armstrong Elementary</li> <li>• Second Street Community School</li> <li>• Seaforth Elementary</li> </ul>	<p>Twelfth Avenue Elementary (Cariboo Lougheed Zone)</p> <ul style="list-style-type: none"> <li>• Twelfth Avenue Elementary</li> <li>• Edmonds Community School</li> </ul>
<p>Marlborough Elementary (Central West Zone)</p> <ul style="list-style-type: none"> <li>• Marlborough Elementary</li> <li>• Chaffey-Burke Elementary</li> </ul>	<p>Stoney Creek Community School (Cariboo Lougheed Zone)</p> <ul style="list-style-type: none"> <li>• Stoney Creek Community School</li> <li>• Lyndhurst Elementary</li> <li>• Cameron Elementary</li> </ul>
<p>Westridge Elementary (Brentwood North Zone)</p> <ul style="list-style-type: none"> <li>• Westridge Elementary</li> <li>• Montecito Elementary</li> <li>• Lochdale Community School</li> </ul>	<p>Brantford Elementary (Central West Zone)</p> <ul style="list-style-type: none"> <li>• Brantford Elementary</li> <li>• Morley Elementary</li> <li>• Buckingham Elementary</li> <li>• Lakeview Elementary</li> </ul>
<p>Clinton Elementary (Kingsway South Zone)</p> <ul style="list-style-type: none"> <li>• Clinton Elementary,</li> <li>• Glenwood Elementary</li> <li>• Nelson Elementary</li> </ul>	<p>Parkcrest Elementary (Brentwood North)</p> <ul style="list-style-type: none"> <li>• Parkcrest Elementary</li> <li>• Sperling Elementary</li> <li>• Aubrey Elementary</li> </ul>

### Potential Childcare Operating Strategies

The Feasibility Study identified the six potential operating strategies that could be pursued to support before and after school childcare on school district sites. Currently, Options 1, 2 and 3, and to a limited extent option 4, exist in our schools. These options support the "school-based priority" model. Options 5 and 6 are new models that were identified given school district access to provincial funding for the creation of childcare centres.

See Appendix 4 – Childcare Feasibility Study for a complete assessment (challenges, opportunities, gaps and strengths ("COGS")) for each option.

1. School District Space Allocated to Childcare Provider	Definition – The current process for identifying childcare needs in Burnaby schools begins with the local school community identifying a need for childcare services. With support from the school PAC and school-based administration, a written request is sent to Community Services at the district office for a preliminary review. Upon receipt of the request, Community Services coordinates a district process as outlined in the Burnaby School District's Guidelines and Process for Childcare document. Typically, childcare programs are located in vacant classrooms within the school, or in surplus portable classrooms owned by the district.
2. Owner Operator Childcare Provider on District Site	Definition – The guidelines and process to identify childcare needs for this option are consistent with <i>Program Structure – A: School District Space Allocated to Childcare Provider</i> . The key difference is that the not-for-profit childcare provider owns the portable located on the school site. A licence to occupy the site is provided to the childcare provider to support the installation of a portable unit.
3. Shared Space - Childcare in StrongStart Classrooms	Definition – The guidelines and process to identify childcare needs for this option are consistent with <i>Program Structure – A: School District Space Allocated to Childcare Provider</i> . The district receives program funding from the Ministry of Education to operate 12 StrongStart programs in our schools or in district owned portables. In three cases, the room allocated for StrongStart programming is shared with before and after school childcare. Potentially, further opportunities for StrongStart programs, before, and after school childcare to share space could exist.
4. Shared Non-Enrolling Classroom Space	Definition – The guidelines and process to identify childcare needs for this option is consistent with <i>Program Structure – A: School District Space Allocated to Childcare Provider</i> . Opportunities may exist in certain schools to share non-enrolling instructional space with a before and after school childcare program. Music rooms, specialty program rooms, and art spaces are examples of non-enrolling classroom space that may be considered. In a limited number of our schools, this option currently exists to increase the number of licensed space available to the childcare provider.
5. Capital Project – Not-for-Profit Partner	Definition – The "Capital Project – Not-for-Profit Partner" option differentiates from current practice in that the district identifies a not-for-profit childcare provider to own/operate childcare on a pre-determined school site. In this option, the district would issue an RFP to select a not-for-profit childcare provider as a partner to apply for Childcare BC New Space funding. The not-for-profit childcare

	provider selected would submit the funding request, would own the portable(s) to be located on a school site, and would operate the before and after school childcare program. A revised childcare agreement would need to be developed to support this partnership.
6. Capital Project – SD41 Operated Centre	Definition – The “Capital Project – SD41 Operated Centre” option varies from current practice. In this option, the district would own, operate and staff the before and after school childcare centres. The district would apply for the Childcare BC New Space funding and contract with the provincial government for its operation.

During the development of the Project Definition Report, the following Option 7 – Capital Project – SD41 Owned, Operator Run operating method was developed, which is a modification of the existing Option 6. With this option, the district would be the contracted entity for capital funding and would continue to facilitate the operation of the centres through an RFP process.

7. Capital Project – SD41 Owned, Operator Run	Definition – The “Capital Project – SD41 Owned, Operated Run” option varies from current practice. In this option, the district would own the portable, but would contract a Not-for-Profit Partner to operate and staff the before and after school childcare centres. The district would apply for the Childcare BC New Space funding and contract with the provincial government for its operation.
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The following COGS assessment is provided for the additional Option 7 operating method:

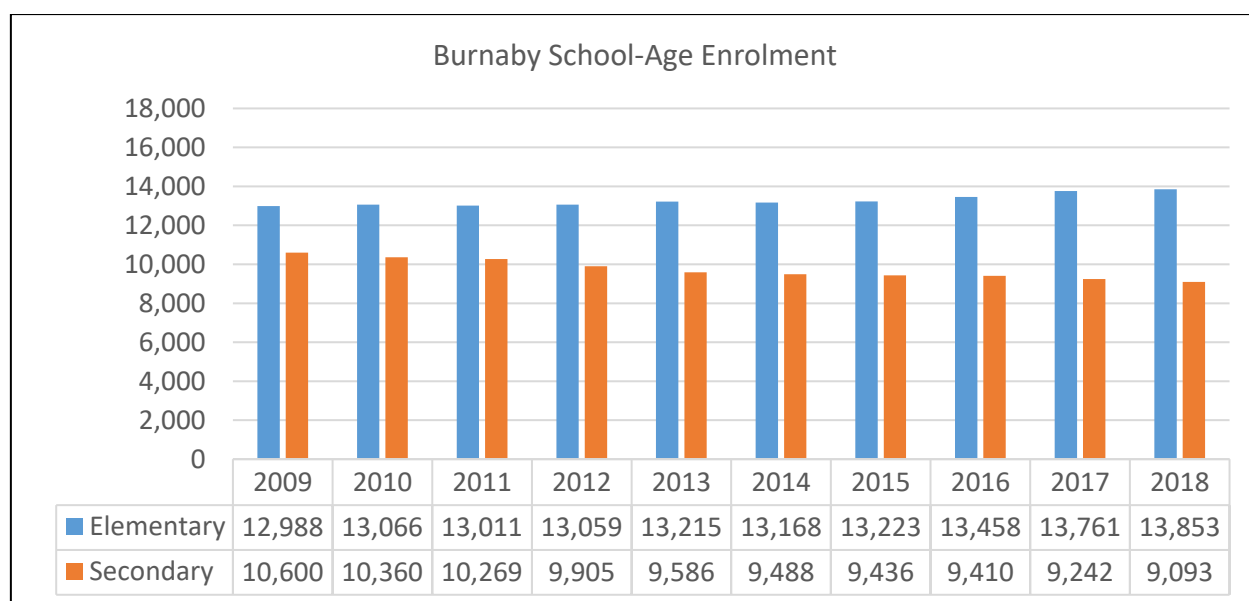
#### COGS – Capital Project – SD41 Owned, Operator Run

Challenges	Opportunities
<ul style="list-style-type: none"> <li>✓ Triparty relationship required between MCFD, Childcare Provider, and SD41</li> <li>✓ Additional district administrative supervisor position required</li> <li>✓ Flow of direct and timely communication among all parties (i.e. provider, school, district)</li> <li>✓ Philosophical alignment with district/ Ministry of Education Early Learning Framework and childcare provider</li> <li>✓ Long-term maintenance costs for childcare provider associated with ownership of the portable</li> <li>✓ Timeline around portable acquisition</li> <li>✓ Increased demand on school-based administration</li> <li>✓ Increased demand on Operations and Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>✓ Obtain program administrative funding support</li> <li>✓ Seamless transition to/from before and after school program</li> <li>✓ Expand existing partnerships with local childcare providers</li> <li>✓ Continued support of Burnaby families through a responsive approach</li> <li>✓ Aligns with the mandate of the Ministry of Children and Family Development</li> <li>✓ Aligns with the City of Burnaby's priority to provide high quality childcare</li> <li>✓ RFP process efficiency</li> </ul>

Gaps	Strengths
<ul style="list-style-type: none"> <li>✓ Program consistency with multiple childcare partners</li> <li>✓ Shortage of qualified childcare staff</li> <li>✓ Childcare staff retention</li> <li>✓ Guidelines for childcare provider selection</li> </ul>	<ul style="list-style-type: none"> <li>✓ District to manage physical asset</li> <li>✓ Strong partnerships with community-based childcare providers</li> <li>✓ Existing structure in place to manage partnership</li> <li>✓ Seamless transition to/from before and after school childcare</li> </ul>

### Long Range Facility Plan

Elementary school-age enrolment has increased by more than 800 students over the last 10 years. There has been a decline in secondary enrolment; however, the decrease is not as prevalent as seen in the secondary-age Burnaby resident population.



### District Existing and Projected Enrolments

Enrolment projections over the 10-year period from 2019/20 to 2028/29 show a significant increase in elementary enrolment and a gradual increase in secondary enrolment. Combined K-12 enrolment is projected to increase year on year over this time frame, going from 22,973 in 2018/19 to 28,527 in 2028/29 (24.2% aggregate increase). Enrolment increases across the District are driven by significant growth at the elementary level, which over time results in growth at the secondary level. District elementary enrolment will exceed operating capacity in 2019/20.

District Total	Operating Capacity	Nominal Capacity	2017-18 Enrolment	2018-19 Enrolment	2019-20 Projection	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Elementary	14,117	15,905	13,772	13,847	14,410	14,675	15,013	15,429	15,897	16,409	16,904	17,443	17,959	17,959
Secondary	10,950	10,950	9,233	9,126	9,078	9,367	9,578	9,899	10,064	10,175	10,289	10,395	10,568	10,568
<b>Total</b>	<b>25,067</b>	<b>26,855</b>	<b>23,005</b>	<b>22,973</b>	<b>23,488</b>	<b>24,042</b>	<b>24,591</b>	<b>25,328</b>	<b>25,961</b>	<b>26,584</b>	<b>27,193</b>	<b>27,838</b>	<b>28,526</b>	<b>28,527</b>

### District Facility Utilization

Capacity utilization is calculated by showing the total enrolment as a percentage of the operating capacity. Operating capacities have been adjusted in line with Area Standards Policies with an updated classroom student capacity of Kindergarten - 17 (from 19), grades 1-3 - 19 (from 21), grades 4-12 - 25 (unchanged) to meet 2017/18 Collective Agreement class size limits. Capacity utilization is projected to be over 100% in elementary schools by 2019/20 and over 100% in K-12 by 2022/23.

Capacity Utilization	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Elementary	98%	98%	102%	104%	106%	109%	113%	116%	120%	124%	127%	127%
Secondary	84%	83%	83%	86%	87%	90%	92%	93%	94%	95%	97%	97%
<b>Total</b>	<b>92%</b>	<b>92%</b>	<b>94%</b>	<b>96%</b>	<b>98%</b>	<b>101%</b>	<b>104%</b>	<b>106%</b>	<b>108%</b>	<b>111%</b>	<b>114%</b>	<b>114%</b>

Enrolment greater than operating capacity	Over
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### Burnaby School Areas / Boundaries

The district operates four distinct education zones. They are as follows:

1. Brentwood North
2. Cariboo Lougheed
3. Central West
4. Kingsway South

Each zone includes elementary schools that feed into one of two secondary schools. Enrolment management occurs at a zonal level to find placements for all students. French Immersion programming has separate zones.



## Brentwood North Zone

**Elementary:** Aubrey, Brentwood Park, Confederation Park, Capitol Hill, Gilmore, Kitchener, Lochdale, Montecito, Parkcrest, Rosser, Sperling, Westridge

**Secondary:** Alpha, Burnaby North

Brentwood North Zone		Operating Capacity	Nominal Capacity	2017-18 Enrolment	2018-19 Enrolment	2019-20 Projection	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Aubrey	Kindergarten	36	40	49	38	44	44	47	44	49	50	51	52	53	53
	Grades 1-7	283	325	323	341	360	354	357	357	357	363	360	368	378	380
	<b>Total</b>	<b>319</b>	<b>365</b>	<b>372</b>	<b>379</b>	<b>404</b>	<b>398</b>	<b>405</b>	<b>401</b>	<b>406</b>	<b>413</b>	<b>412</b>	<b>420</b>	<b>431</b>	<b>434</b>
Brentwood Park	Kindergarten	72	80	55	70	65	60	96	79	96	104	110	115	120	122
	Grades 1-7	308	350	429	424	435	454	471	500	542	605	669	712	767	807
	<b>Total</b>	<b>380</b>	<b>430</b>	<b>484</b>	<b>494</b>	<b>500</b>	<b>514</b>	<b>567</b>	<b>578</b>	<b>638</b>	<b>709</b>	<b>778</b>	<b>828</b>	<b>887</b>	<b>929</b>
Capitol Hill	Kindergarten	18	20	41	38	38	35	32	49	45	46	47	47	48	48
	Grades 1-7	352	400	332	354	381	391	391	380	391	400	397	404	419	421
	<b>Total</b>	<b>370</b>	<b>420</b>	<b>373</b>	<b>392</b>	<b>418</b>	<b>426</b>	<b>423</b>	<b>429</b>	<b>435</b>	<b>445</b>	<b>444</b>	<b>451</b>	<b>467</b>	<b>469</b>
Confederation Park	Kindergarten	18	20	28	22	25	36	29	34	34	35	36	37	37	37
	Grades 1-7	151	175	192	200	195	189	196	195	195	199	205	216	229	226
	<b>Total</b>	<b>169</b>	<b>195</b>	<b>220</b>	<b>222</b>	<b>220</b>	<b>226</b>	<b>225</b>	<b>230</b>	<b>230</b>	<b>234</b>	<b>241</b>	<b>252</b>	<b>266</b>	<b>263</b>
Gilmore	Kindergarten	36	40	53	40	46	59	53	56	55	59	60	61	62	62
	Grades 1-7	396	450	323	350	356	357	372	379	372	379	383	400	417	411
	<b>Total</b>	<b>432</b>	<b>490</b>	<b>376</b>	<b>390</b>	<b>402</b>	<b>416</b>	<b>425</b>	<b>435</b>	<b>426</b>	<b>437</b>	<b>442</b>	<b>461</b>	<b>478</b>	<b>472</b>
Kitchener	Kindergarten	36	40	44	42	47	44	53	57	58	60	61	62	63	63
	Grades 1-7	371	425	254	263	278	284	316	332	362	387	402	412	422	429
	<b>Total</b>	<b>407</b>	<b>465</b>	<b>298</b>	<b>305</b>	<b>326</b>	<b>328</b>	<b>369</b>	<b>389</b>	<b>420</b>	<b>446</b>	<b>463</b>	<b>474</b>	<b>486</b>	<b>492</b>
Lochdale	Kindergarten	36	40	39	37	45	35	44	40	43	44	45	46	47	47
	Grades 1-7	327	375	275	257	267	275	277	289	299	302	312	320	320	327
	<b>Total</b>	<b>363</b>	<b>415</b>	<b>314</b>	<b>294</b>	<b>312</b>	<b>311</b>	<b>321</b>	<b>330</b>	<b>343</b>	<b>346</b>	<b>357</b>	<b>366</b>	<b>367</b>	<b>374</b>
Montecito	Kindergarten	36	40	35	11	32	35	30	33	33	34	35	35	36	36
	Grades 1-7	239	275	214	222	221	222	221	221	221	235	241	266	271	266
	<b>Total</b>	<b>275</b>	<b>315</b>	<b>249</b>	<b>233</b>	<b>253</b>	<b>257</b>	<b>251</b>	<b>254</b>	<b>254</b>	<b>269</b>	<b>276</b>	<b>301</b>	<b>307</b>	<b>302</b>
Parkcrest	Kindergarten	36	40	28	28	38	39	33	33	36	34	36	37	37	38
	Grades 1-7	220	250	156	163	189	206	211	212	208	214	213	214	212	211
	<b>Total</b>	<b>256</b>	<b>290</b>	<b>184</b>	<b>191</b>	<b>227</b>	<b>246</b>	<b>244</b>	<b>245</b>	<b>244</b>	<b>248</b>	<b>249</b>	<b>251</b>	<b>249</b>	<b>250</b>
Rosser	Kindergarten	18	20	16	20	21	20	23	23	23	22	24	23	24	23
	Grades 1-7	151	175	108	115	125	129	132	137	142	147	150	154	155	156
	<b>Total</b>	<b>169</b>	<b>195</b>	<b>124</b>	<b>135</b>	<b>146</b>	<b>149</b>	<b>155</b>	<b>160</b>	<b>165</b>	<b>169</b>	<b>174</b>	<b>177</b>	<b>178</b>	<b>179</b>
Sperling	Kindergarten	54	60	67	64	69	70	74	84	76	78	80	82	83	83
	Grades 1-7	308	350	454	443	451	461	459	470	485	498	514	526	542	541
	<b>Total</b>	<b>362</b>	<b>410</b>	<b>521</b>	<b>507</b>	<b>519</b>	<b>531</b>	<b>533</b>	<b>554</b>	<b>562</b>	<b>576</b>	<b>594</b>	<b>608</b>	<b>625</b>	<b>624</b>
Westridge	Kindergarten	36	40	41	34	43	45	45	43	45	46	47	47	48	48
	Grades 1-7	239	275	266	248	254	262	261	260	263	281	291	300	307	304
	<b>Total</b>	<b>275</b>	<b>315</b>	<b>307</b>	<b>282</b>	<b>297</b>	<b>307</b>	<b>306</b>	<b>303</b>	<b>308</b>	<b>327</b>	<b>337</b>	<b>348</b>	<b>356</b>	<b>352</b>
Zone Total		3,777	4,305	3,822	3,824	4,025	4,110	4,224	4,308	4,431	4,621	4,767	4,937	5,098	5,139
Capacity Utilization				101%	101%	107%	109%	112%	114%	117%	122%	126%	131%	135%	136%

Brentwood North Zone	Operating Capacity	Nominal Capacity	2017-18 Enrolment	2018-19 Enrolment	2019-20 Projection	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Alpha Secondary	1,025	1,025	945	961	979	1,038	1,076	1,080	1,102	1,106	1,097	1,111	1,137	1,133
Burnaby North Secondary	1,750	1,750	1,499	1,443	1,464	1,546	1,580	1,638	1,672	1,685	1,708	1,697	1,720	1,685
Secondary Zone Total	2,775	2,775	2,444	2,404	2,443	2,584	2,656	2,718	2,774	2,791	2,806	2,808	2,857	2,818
Secondary Capacity Utilization			88%	87%	88%	93%	96%	98%	100%	101%	101%	101%	103%	102%

Enrolment greater than operating capacity **Over**

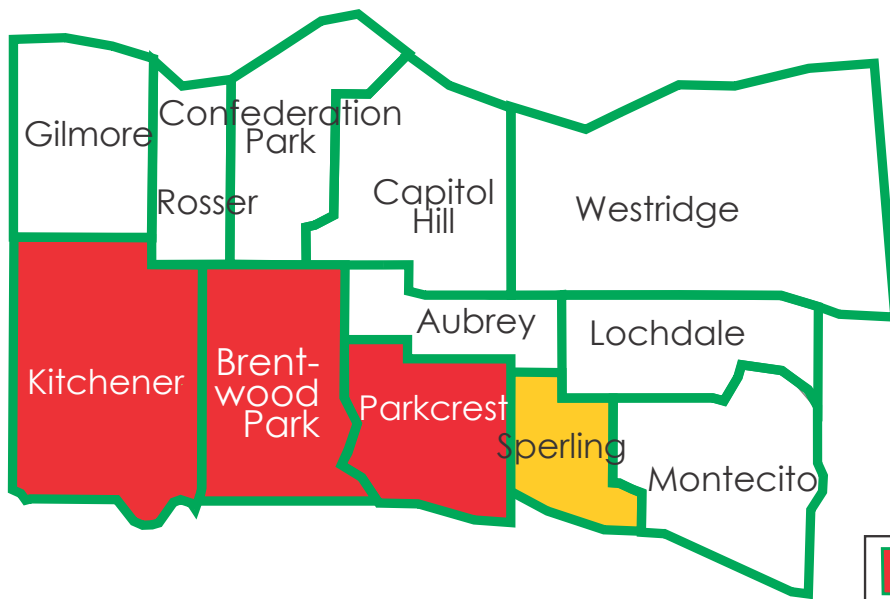
Brentwood North Zone Staffing / Room Use	2018-19 Available Classes	Childcare / Pre-School Room Use	2017-18 Staffing	2018-19 Staffing	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Aubrey	17	0	17	17	17	17	17	17	17	17	17	17	17	17
Brentwood Park	21	0	21	21	21	23	24	24	26	28	29	30	32	34
Capitol Hill	18	1	17	18	18	18	18	18	18	18	17	17	17	17
Confederation Park	10	0	10	10	10	10	10	10	10	10	10	10	10	10
Gilmore	19	1	17	18	18	18	18	18	18	18	18	18	18	18
Kitchener	16	1	14	15	15	15	16	17	18	18	18	18	18	19
Lochdale	15	0	14	14	14	14	14	14	14	14	14	14	14	14
Montecito	12	0	11	11	11	11	11	11	11	11	11	12	12	12
Parkcrest	9	0	9	9	10	10	10	10	10	10	10	10	10	10
Rosser	8	2	6	7	7	7	7	7	7	7	7	7	7	7
Sperling	23	0	23	23	23	23	23	23	23	23	23	23	23	23
Westridge	14	0	14	14	14	14	14	14	14	14	14	14	14	14

Room use in red
Room use in orange

School may need more classrooms for instruction than are currently available

Cross-District Enrolment is limited to maintain capacity

Childcare / Pre-School room use not included in available classroom spaces



<span style="display: inline-block; width: 20px; height: 10px; background-color: red; border: 1px solid black;"></span>	More classroom space will be required
<span style="display: inline-block; width: 20px; height: 10px; background-color: orange; border: 1px solid black;"></span>	School will require a limit on cross-district enrolment
<span style="display: inline-block; width: 20px; height: 10px; background-color: white; border: 1px solid black;"></span>	School can continue to accept cross-district enrolment on a case-by-case basis

## Cariboo Lougheed Zone

**Elementary:** Armstrong, Cameron, Edmonds, Forest Grove, Lyndhurst, Seaforth, Second Street, Stoney Creek, Twelfth Avenue, University Highlands

**Secondary:** Burnaby Mountain, Cariboo Hill, Provincial Resource Programs

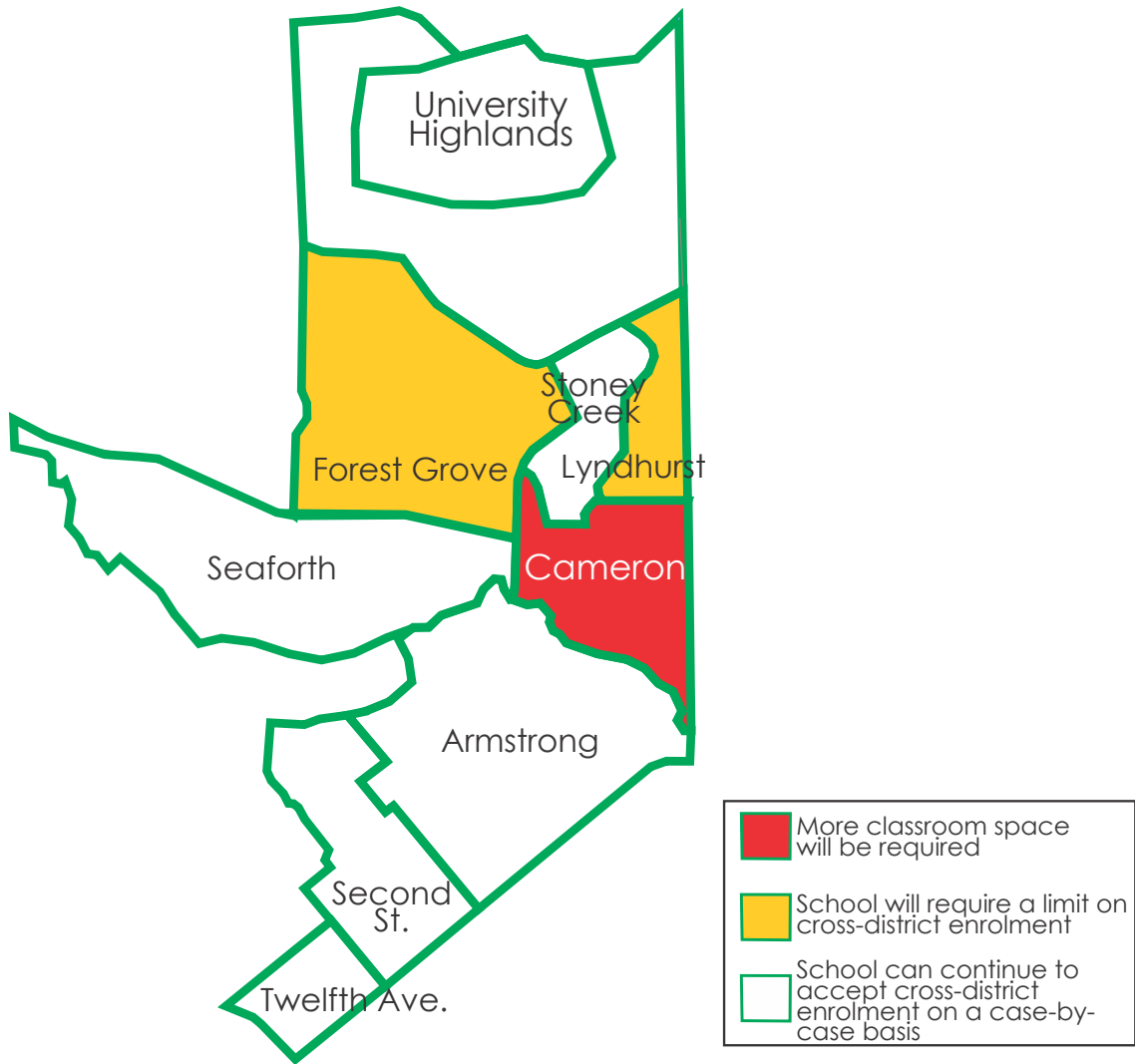
Cariboo Lougheed Zone		Operating Capacity	Nominal Capacity	2017-18 Enrolment	2018-19 Enrolment	2019-20 Projection	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Armstrong	Kindergarten	36	40	39	56	43	51	54	63	53	54	55	56	57	57
	Grades 1-7	396	450	355	353	378	381	381	375	393	395	416	419	432	426
	<b>Total</b>	<b>432</b>	<b>490</b>	<b>394</b>	<b>409</b>	<b>421</b>	<b>432</b>	<b>435</b>	<b>438</b>	<b>445</b>	<b>449</b>	<b>471</b>	<b>475</b>	<b>489</b>	<b>483</b>
Cameron	Kindergarten	18	20	46	49	56	38	56	65	66	70	73	77	81	80
	Grades 1-7	264	300	347	340	350	369	369	378	398	427	451	479	503	527
	<b>Total</b>	<b>282</b>	<b>320</b>	<b>393</b>	<b>389</b>	<b>406</b>	<b>407</b>	<b>425</b>	<b>443</b>	<b>464</b>	<b>497</b>	<b>524</b>	<b>556</b>	<b>584</b>	<b>607</b>
Forest Grove	Kindergarten	36	40	46	39	56	58	50	55	55	56	57	58	59	59
	Grades 1-7	415	475	280	279	280	291	300	312	321	334	341	357	361	356
	<b>Total</b>	<b>451</b>	<b>515</b>	<b>326</b>	<b>318</b>	<b>336</b>	<b>349</b>	<b>349</b>	<b>367</b>	<b>375</b>	<b>390</b>	<b>398</b>	<b>415</b>	<b>421</b>	<b>415</b>
Lyndhurst	Kindergarten	18	20	16	12	13	15	19	14	17	18	18	18	19	19
	Grades 1-7	107	125	83	87	90	91	85	91	93	89	85	92	99	100
	<b>Total</b>	<b>125</b>	<b>145</b>	<b>99</b>	<b>99</b>	<b>103</b>	<b>106</b>	<b>104</b>	<b>106</b>	<b>111</b>	<b>107</b>	<b>103</b>	<b>110</b>	<b>117</b>	<b>119</b>
Seaforth	Kindergarten	36	40	59	57	63	60	65	71	66	68	69	71	72	72
	Grades 1-7	440	500	445	415	425	434	429	441	467	478	498	505	517	519
	<b>Total</b>	<b>476</b>	<b>540</b>	<b>504</b>	<b>472</b>	<b>488</b>	<b>494</b>	<b>495</b>	<b>512</b>	<b>533</b>	<b>546</b>	<b>567</b>	<b>575</b>	<b>589</b>	<b>590</b>
Second Street	Kindergarten	54	60	54	53	54	49	48	61	57	59	60	61	62	62
	Grades 1-7	352	400	291	340	363	371	372	362	376	387	388	397	406	412
	<b>Total</b>	<b>406</b>	<b>460</b>	<b>345</b>	<b>393</b>	<b>417</b>	<b>419</b>	<b>420</b>	<b>423</b>	<b>433</b>	<b>445</b>	<b>448</b>	<b>458</b>	<b>468</b>	<b>474</b>
Stoney Creek	Kindergarten	36	40	35	42	33	35	51	39	39	40	41	41	42	42
	Grades 1-7	283	325	226	227	243	243	245	264	275	273	275	275	284	286
	<b>Total</b>	<b>319</b>	<b>365</b>	<b>261</b>	<b>269</b>	<b>276</b>	<b>278</b>	<b>296</b>	<b>303</b>	<b>314</b>	<b>313</b>	<b>315</b>	<b>317</b>	<b>326</b>	<b>328</b>
Twelfth Avenue	Kindergarten	18	20	29	34	33	33	45	40	40	41	42	43	43	43
	Grades 1-7	220	250	252	245	245	241	238	248	260	266	276	282	291	294
	<b>Total</b>	<b>238</b>	<b>270</b>	<b>281</b>	<b>279</b>	<b>278</b>	<b>273</b>	<b>283</b>	<b>288</b>	<b>300</b>	<b>307</b>	<b>318</b>	<b>325</b>	<b>334</b>	<b>338</b>
University Highlands	Kindergarten	54	60	34	34	47	54	48	57	60	63	68	72	77	78
	Grades 1-7	371	425	216	228	225	265	301	333	363	391	417	451	472	466
	<b>Total</b>	<b>425</b>	<b>485</b>	<b>250</b>	<b>262</b>	<b>272</b>	<b>320</b>	<b>349</b>	<b>390</b>	<b>424</b>	<b>454</b>	<b>485</b>	<b>522</b>	<b>548</b>	<b>544</b>
Zone Total		3,154	3,590	2,853	2,890	2,998	3,077	3,157	3,270	3,400	3,509	3,631	3,752	3,877	3,898
Capacity Utilization				90%	92%	95%	98%	100%	104%	108%	111%	115%	119%	123%	124%

Cariboo Lougheed Zone	Operating Capacity	Nominal Capacity	2017-18 Enrolment	2018-19 Enrolment	2019-20 Projection	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Burnaby Mountain Secondary	1500	1500	1278	1255	1208	1224	1269	1301	1362	1394	1453	1491	1542	1530
Cariboo Hill Secondary	1025	1025	515	547	550	585	619	679	697	705	724	740	730	718
Secondary Zone Total	2525	2525	1793	1802	1758	1809	1888	1980	2059	2099	2177	2231	2272	2248
Secondary Capacity Utilization			71%	71%	70%	72%	75%	78%	82%	83%	86%	88%	90%	89%

Cariboo Lougheed Zone Staffing / Room Use	2018-19 Available Classes	Childcare / Pre- School Room Use	2017-18 Staffing	2018-19 Staffing	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Armstrong	19	0	19	19	19	19	19	19	19	19	19	19	19	19
Cameron	18	1	18	18	18	18	18	18	19	20	21	22	22	23
Forest Grove	16	3	16	16	16	16	16	16	16	16	16	16	16	16
Lyndhurst	5	2	5	5	5	5	5	5	5	5	5	5	5	5
Seaforth	21	0	21	21	21	21	21	21	21	21	21	21	21	21
Second Street	18	0	17	18	18	18	18	18	18	18	18	18	18	18
Stoney Creek	15	0	12	13	13	13	13	13	13	13	13	13	13	13
Twelfth Avenue	13	0	13	13	13	13	13	13	13	13	13	13	13	13
University Highlands	20	1	12	12	14	14	15	16	17	18	18	20	20	20

Room use in red
Room use in orange

School may need more classrooms for instruction than are currently available  
Cross-District Enrolment is limited to maintain capacity  
Childcare / Pre-School room use not included in available classroom spaces



## Central West Zone

**Elementary:** Brantford, Buckingham, Cascade Heights, Chaffey-Burke, Douglas Road, Gilpin, Inman, Lakeview, Marlborough, Morley

**Secondary:** Burnaby Central, Moscrop

Central West Zone		Operating Capacity	Nominal Capacity	2017-18 Enrolment	2018-19 Enrolment	2019-20 Projection	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Brantford	Kindergarten	18	20	38	48	42	51	47	48	53	54	55	56	57	57
	Grades 1-7	352	400	316	333	342	327	321	321	329	336	358	366	383	382
	<b>Total</b>	<b>370</b>	<b>420</b>	<b>354</b>	<b>381</b>	<b>384</b>	<b>378</b>	<b>369</b>	<b>368</b>	<b>382</b>	<b>390</b>	<b>413</b>	<b>422</b>	<b>440</b>	<b>438</b>
Buckingham	Kindergarten	18	20	31	29	39	37	33	36	35	36	37	38	38	38
	Grades 1-7	151	175	210	225	240	244	248	250	252	247	236	241	241	237
	<b>Total</b>	<b>169</b>	<b>195</b>	<b>241</b>	<b>254</b>	<b>279</b>	<b>281</b>	<b>281</b>	<b>286</b>	<b>287</b>	<b>283</b>	<b>273</b>	<b>279</b>	<b>279</b>	<b>276</b>
Cascade Heights	Kindergarten	36	40	44	46	49	43	43	52	50	53	54	54	55	56
	Grades 1-7	415	475	413	409	434	443	443	446	457	481	489	497	507	511
	<b>Total</b>	<b>451</b>	<b>515</b>	<b>457</b>	<b>455</b>	<b>484</b>	<b>486</b>	<b>485</b>	<b>498</b>	<b>507</b>	<b>534</b>	<b>543</b>	<b>550</b>	<b>561</b>	<b>566</b>
Chaffey-Burke	Kindergarten	18	20	65	68	66	87	79	81	88	90	92	94	94	94
	Grades 1-7	459	525	462	483	485	476	473	498	529	535	542	560	577	564
	<b>Total</b>	<b>477</b>	<b>545</b>	<b>527</b>	<b>551</b>	<b>551</b>	<b>563</b>	<b>552</b>	<b>579</b>	<b>617</b>	<b>625</b>	<b>634</b>	<b>653</b>	<b>671</b>	<b>658</b>
Douglas	Kindergarten	18	20	33	26	36	41	35	40	39	40	41	41	42	42
	Grades 1-7	220	250	212	213	214	220	229	229	238	237	240	251	257	251
	<b>Total</b>	<b>238</b>	<b>270</b>	<b>245</b>	<b>239</b>	<b>250</b>	<b>261</b>	<b>264</b>	<b>270</b>	<b>277</b>	<b>277</b>	<b>281</b>	<b>293</b>	<b>299</b>	<b>293</b>
Gilpin	Kindergarten	18	20	30	23	30	33	37	37	35	36	37	38	38	38
	Grades 1-7	195	225	204	212	213	209	201	208	213	220	230	242	250	250
	<b>Total</b>	<b>213</b>	<b>245</b>	<b>234</b>	<b>235</b>	<b>243</b>	<b>242</b>	<b>238</b>	<b>244</b>	<b>249</b>	<b>256</b>	<b>267</b>	<b>280</b>	<b>288</b>	<b>288</b>
Inman	Kindergarten	18	20	62	59	70	74	75	73	74	76	78	79	81	80
	Grades 1-7	415	475	315	297	300	311	306	312	313	323	328	338	347	345
	<b>Total</b>	<b>433</b>	<b>495</b>	<b>377</b>	<b>356</b>	<b>369</b>	<b>385</b>	<b>381</b>	<b>385</b>	<b>387</b>	<b>400</b>	<b>405</b>	<b>417</b>	<b>428</b>	<b>426</b>
Lakeview	Kindergarten	36	40	31	34	43	38	36	42	41	42	43	44	45	45
	Grades 1-7	220	250	241	229	234	240	247	246	255	279	294	300	304	301
	<b>Total</b>	<b>256</b>	<b>290</b>	<b>272</b>	<b>263</b>	<b>277</b>	<b>278</b>	<b>284</b>	<b>288</b>	<b>296</b>	<b>321</b>	<b>337</b>	<b>344</b>	<b>348</b>	<b>346</b>
Marlborough	Kindergarten	54	60	102	105	121	113	131	133	132	136	138	141	144	143
	Grades 1-7	679	775	801	819	830	828	841	831	843	860	879	907	927	926
	<b>Total</b>	<b>733</b>	<b>835</b>	<b>903</b>	<b>924</b>	<b>951</b>	<b>942</b>	<b>972</b>	<b>964</b>	<b>976</b>	<b>996</b>	<b>1017</b>	<b>1048</b>	<b>1071</b>	<b>1069</b>
Morley	Kindergarten	36	40	40	49	57	46	59	49	54	55	56	57	58	58
	Grades 1-7	459	525	299	303	319	308	314	327	322	331	341	347	348	352
	<b>Total</b>	<b>495</b>	<b>565</b>	<b>339</b>	<b>352</b>	<b>376</b>	<b>355</b>	<b>373</b>	<b>376</b>	<b>375</b>	<b>386</b>	<b>397</b>	<b>405</b>	<b>407</b>	<b>411</b>
<b>Zone Total</b>		<b>3,835</b>	<b>4,375</b>	<b>3,949</b>	<b>4,010</b>	<b>4,163</b>	<b>4,170</b>	<b>4,199</b>	<b>4,258</b>	<b>4,352</b>	<b>4,469</b>	<b>4,567</b>	<b>4,690</b>	<b>4,792</b>	<b>4,771</b>
<b>Capacity Utilization</b>				<b>103%</b>	<b>105%</b>	<b>109%</b>	<b>109%</b>	<b>109%</b>	<b>111%</b>	<b>113%</b>	<b>117%</b>	<b>119%</b>	<b>122%</b>	<b>125%</b>	<b>124%</b>

Central West Zone	Operating Capacity	Nominal Capacity	2017-18 Enrolment	2018-19 Enrolment	2019-20 Projection	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Burnaby Central Secondary	1300	1300	1251	1204	1182	1234	1269	1303	1324	1331	1328	1326	1350	1332
Moscrop Secondary	1500	1500	1334	1314	1281	1322	1346	1405	1399	1403	1389	1384	1406	1416
<b>Secondary Zone Total</b>	<b>2800</b>	<b>2800</b>	<b>2585</b>	<b>2518</b>	<b>2463</b>	<b>2556</b>	<b>2615</b>	<b>2708</b>	<b>2723</b>	<b>2734</b>	<b>2717</b>	<b>2710</b>	<b>2756</b>	<b>2748</b>
<b>Secondary Capacity Utilization</b>			<b>92%</b>	<b>90%</b>	<b>88%</b>	<b>91%</b>	<b>93%</b>	<b>97%</b>	<b>97%</b>	<b>98%</b>	<b>97%</b>	<b>97%</b>	<b>98%</b>	<b>98%</b>

Enrolment greater than operating capacity **Over**



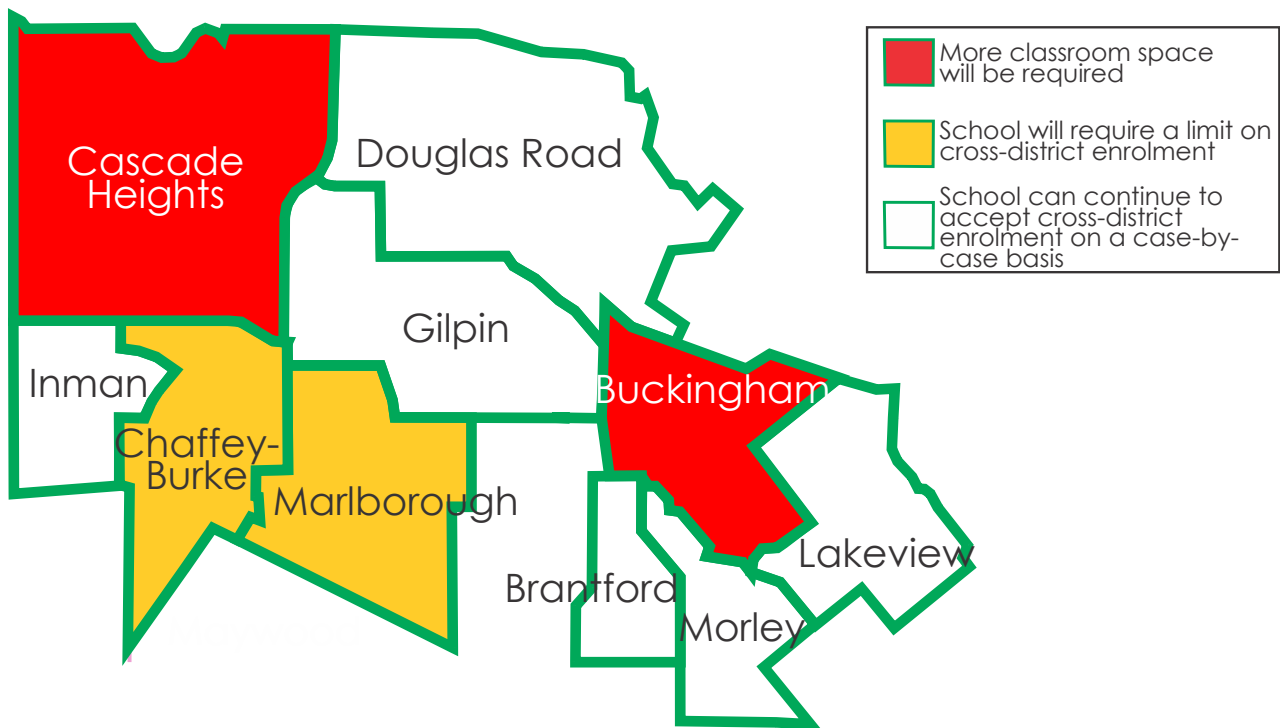
Central West Zone Staffing / Room Use	2018-19 Available Classes	Childcare / Pre- School Room Use	2017-18 Staffing	2018-19 Staffing	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Brantford	16	0	16	16	16	16	16	16	16	16	16	16	16	16
Buckingham	11	0	11	11	12	12	12	12	11	11	11	11	11	11
Cascade Heights	20	1	20	20	20	20	20	20	21	21	21	21	21	21
Chaffey-Burke	24	0	23	24	24	24	24	24	24	24	24	24	24	24
Douglas	12	1	11	12	12	12	12	12	12	12	12	12	12	12
Gilpin	11	0	11	11	11	11	11	11	11	11	11	11	11	11
Inman	19	0	18	18	18	18	18	18	18	18	18	18	18	18
Lakeview	13	0	12	12	12	12	12	12	12	12	13	13	13	13
Marlborough	39	0	39	39	39	39	39	39	39	39	39	39	39	39
Morley	18	2	16	16	16	16	16	16	16	16	16	16	16	16

Room use in red
Room use in orange

School may need more classrooms for instruction than are currently available

Cross-District Enrolment is limited to maintain capacity

Childcare / Pre-School room use not included in available classroom spaces



## Kingsway South Zone

**Elementary:** Clinton, Glenwood, Maywood, Nelson, South Slope/BC School for the Deaf, Stride Avenue, Suncrest, Taylor Park, Windsor

**Secondary:** Burnaby South/BC School for the Deaf, Byrne Creek

Kingsway South Zone		Operating Capacity	Nominal Capacity	2017-18 Enrolment	2018-19 Enrolment	2019-20 Projection	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Clinton	Kindergarten	18	20	43	48	45	52	45	62	54	55	56	57	58	58
	Grades 1-7	371	425	288	307	310	314	324	315	339	336	356	365	378	373
	<b>Total</b>	<b>389</b>	<b>445</b>	<b>331</b>	<b>355</b>	<b>355</b>	<b>366</b>	<b>370</b>	<b>377</b>	<b>392</b>	<b>391</b>	<b>412</b>	<b>422</b>	<b>436</b>	<b>431</b>
Edmonds	Kindergarten	18	20	34	33	39	45	39	42	43	44	45	46	47	47
	Grades 1-7	396	450	260	248	262	257	272	280	294	291	307	320	330	323
	<b>Total</b>	<b>414</b>	<b>470</b>	<b>294</b>	<b>281</b>	<b>301</b>	<b>302</b>	<b>312</b>	<b>322</b>	<b>338</b>	<b>335</b>	<b>353</b>	<b>366</b>	<b>377</b>	<b>370</b>
Glenwood	Kindergarten	18	20	12	13	15	17	15	12	15	15	16	16	16	16
	Grades 1-7	132	150	87	99	100	102	108	108	106	112	110	110	110	107
	<b>Total</b>	<b>150</b>	<b>170</b>	<b>99</b>	<b>112</b>	<b>115</b>	<b>119</b>	<b>122</b>	<b>120</b>	<b>121</b>	<b>127</b>	<b>125</b>	<b>126</b>	<b>126</b>	<b>123</b>
Maywood	Kindergarten	36	40	71	58	70	87	87	94	99	101	103	103	103	101
	Grades 1-7	371	425	398	372	388	411	438	493	532	546	559	581	596	578
	<b>Total</b>	<b>407</b>	<b>465</b>	<b>469</b>	<b>430</b>	<b>457</b>	<b>498</b>	<b>525</b>	<b>587</b>	<b>631</b>	<b>646</b>	<b>661</b>	<b>685</b>	<b>699</b>	<b>679</b>
Nelson	Kindergarten	18	20	46	32	49	44	51	62	53	54	55	56	57	57
	Grades 1-7	264	300	312	314	319	318	316	324	343	352	355	373	384	387
	<b>Total</b>	<b>282</b>	<b>320</b>	<b>358</b>	<b>346</b>	<b>368</b>	<b>363</b>	<b>367</b>	<b>386</b>	<b>395</b>	<b>406</b>	<b>409</b>	<b>429</b>	<b>441</b>	<b>444</b>
South Slope	Kindergarten	18	20	21	22	30	32	29	31	33	34	35	35	36	36
	Grades 1-7	195	225	193	189	188	189	188	190	192	197	211	222	229	229
	<b>Total</b>	<b>213</b>	<b>245</b>	<b>214</b>	<b>211</b>	<b>218</b>	<b>221</b>	<b>217</b>	<b>221</b>	<b>225</b>	<b>231</b>	<b>246</b>	<b>258</b>	<b>265</b>	<b>265</b>
Stride	Kindergarten	36	40	38	35	36	45	45	54	50	53	55	60	62	62
	Grades 1-7	327	375	233	226	226	233	261	286	295	323	347	365	385	384
	<b>Total</b>	<b>363</b>	<b>415</b>	<b>271</b>	<b>261</b>	<b>262</b>	<b>279</b>	<b>306</b>	<b>340</b>	<b>345</b>	<b>376</b>	<b>402</b>	<b>424</b>	<b>447</b>	<b>446</b>
Suncrest	Kindergarten	18	20	34	33	28	42	43	34	38	39	39	40	41	41
	Grades 1-7	195	225	259	263	267	258	282	292	297	298	305	313	329	321
	<b>Total</b>	<b>213</b>	<b>245</b>	<b>293</b>	<b>296</b>	<b>295</b>	<b>300</b>	<b>325</b>	<b>326</b>	<b>335</b>	<b>337</b>	<b>345</b>	<b>353</b>	<b>369</b>	<b>362</b>
Taylor Park	Kindergarten	72	80	76	90	91	97	115	96	110	112	115	116	118	117
	Grades 1-7	547	625	515	522	535	542	537	577	569	590	607	618	638	637
	<b>Total</b>	<b>619</b>	<b>705</b>	<b>591</b>	<b>612</b>	<b>626</b>	<b>639</b>	<b>652</b>	<b>673</b>	<b>679</b>	<b>703</b>	<b>722</b>	<b>734</b>	<b>756</b>	<b>755</b>
Windsor	Kindergarten	18	20	39	37	34	35	41	39	39	40	41	41	42	42
	Grades 1-7	283	325	189	182	191	196	196	203	213	219	224	226	233	233
	<b>Total</b>	<b>301</b>	<b>345</b>	<b>228</b>	<b>219</b>	<b>226</b>	<b>231</b>	<b>237</b>	<b>243</b>	<b>252</b>	<b>259</b>	<b>265</b>	<b>267</b>	<b>276</b>	<b>275</b>
Zone Total		3,351	3,825	3,148	3,123	3,224	3,318	3,432	3,594	3,714	3,811	3,939	4,064	4,191	4,150
Capacity Utilization				94%	93%	96%	99%	102%	107%	111%	114%	118%	121%	125%	124%

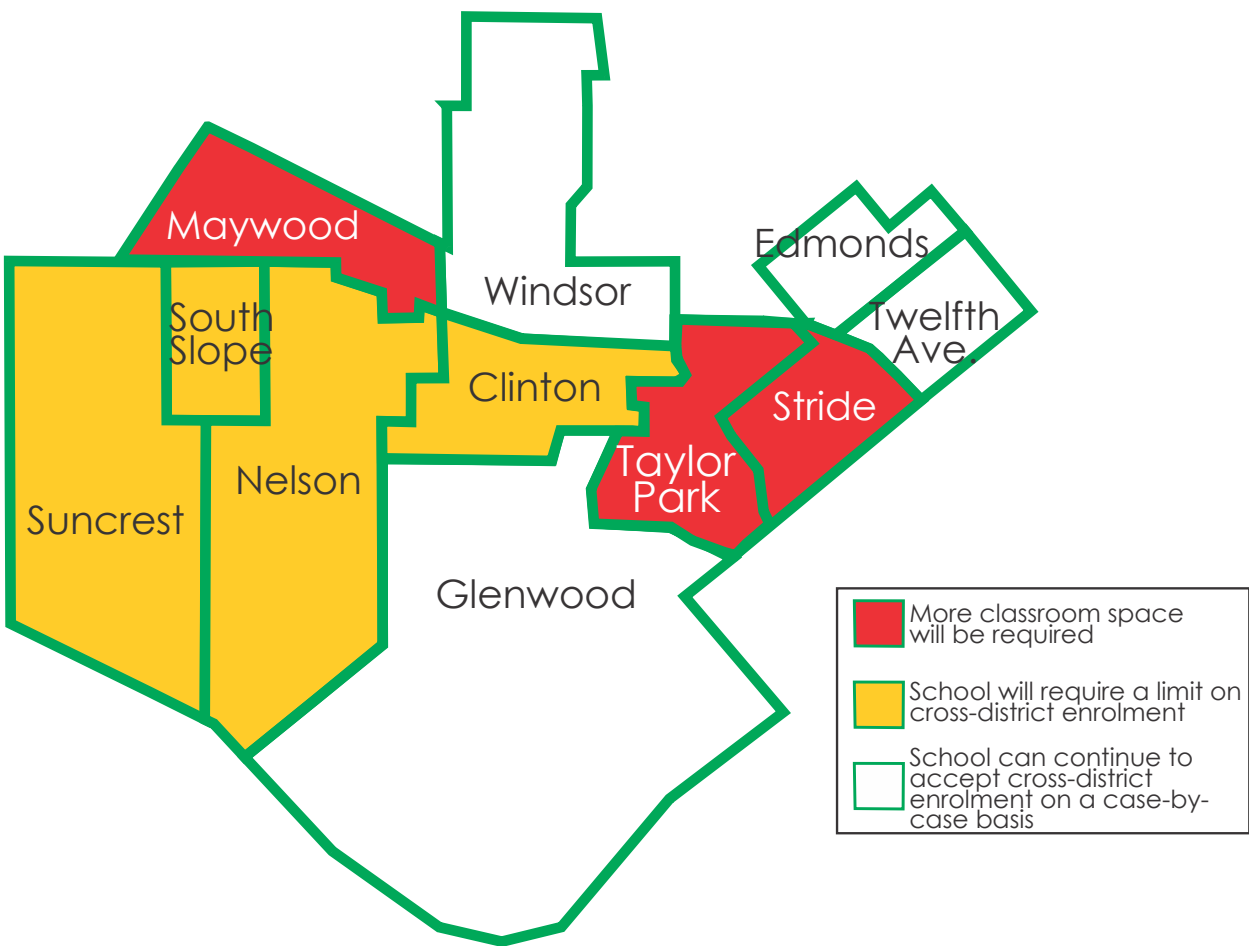
Kingsway South Zone	Operating Capacity	Nominal Capacity	2017-18 Enrolment	2018-19 Enrolment	2019-20 Projection	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Burnaby South Secondary	1650	1650	1511	1494	1488	1455	1434	1467	1478	1502	1527	1563	1583	1646
Byrne Creek Secondary	1200	1200	900	908	926	963	985	1026	1030	1049	1062	1083	1100	1107
Secondary Zone Total	2850	2850	2411	2402	2414	2418	2419	2493	2508	2551	2589	2646	2683	2753
Secondary Capacity Utilization			85%	84%	85%	85%	85%	87%	88%	90%	91%	93%	94%	97%

Enrolment greater than operating capacity **Over**

Kingsway South Zone Staffing / Room Use	2018-19 Available Classes	Childcare / Pre- School Room Use	2017-18 Staffing	2018-19 Staffing	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Clinton	16	1	16	16	16	16	16	16	16	16	16	16	16	16
Edmonds	15	0	15	15	15	15	15	15	15	15	15	15	15	15
Glenwood	6	0	5	6	6	6	6	6	6	6	6	6	6	6
Maywood	22	2	21	21	21	21	22	24	25	25	25	26	26	26
Nelson	16	0	15	15	16	15	16	16	16	16	16	16	16	16
South Slope	11	2	11	10	10	10	10	10	10	10	10	11	11	11
Stride	14	0	13	13	12	12	13	14	14	15	15	16	17	17
Suncrest	14	1	13	14	13	13	14	14	14	14	14	14	14	14
Taylor Park	27	0	26	27	27	27	27	27	27	28	28	28	28	28
Windsor	11	1	11	11	11	11	11	11	11	11	11	11	11	11

Room use in red
Room use in orange

School may need more classrooms for instruction than are currently available  
Cross-District Enrolment is limited to maintain capacity  
Childcare / Pre-School room use not included in available classroom spaces



### District 2020/21 Five Year Capital Plan

In June 2019 the Board of Education approved the district 2020/21 Five Year Capital Plan submission totaling \$326,007,789, which included eleven seismic mitigation projects, nine expansion projects, one new school, three replacement schools, and various other projects for site acquisition, building envelope, school enhancement, carbon neutral capital, and playground equipment. The capital plan submission addresses seismic safety risks, overall school building condition, and expansion projects to accommodate projected enrolment growth.

At the elementary level, all four education zones are currently operating at or near total school operating capacity. Growth that exceeds school capacity is accommodated by adding classroom portables, and if extreme growth occurs beyond the school's ability to accommodate, then changes to school boundaries may occur. The Long Range Facility Plan study data indicates that the district is not able to provide instructional classrooms to childcare providers to operate additional centres. In fact, the Childcare Feasibility Study identified existing childcare providers whose licence to occupy may need to be cancelled, or alternate space solutions found.

The district has relocated any surplus portable classrooms to accommodate growth in other schools. As a result, no portables are available to support childcare expansion.

## Childcare Capital Planning

### Childcare Project Selection

The consultation meetings confirmed the high demand for all forms of childcare in the City of Burnaby. While this Project Definition Report is focused solely on the possibility of increasing the number of before and after school childcare programs, potential synergies with the City of Burnaby for infant/toddler and 3-5 year old group childcare sites were identified. Therefore, the selection of potential before and after school program sites also took into consideration childcare needs determined by the City of Burnaby.

The following selection criteria have been applied to all 41 elementary schools in the district to derive the potential childcare school sites:

- ✓ Neighbouring schools in area of high need;
- ✓ Feedback collected during the community consultation process;
- ✓ Distribution of new childcare programs throughout the city;
- ✓ Seismic mitigation project versus new build capital project;
- ✓ Current childcare site where providers have in excess of 50 children on their waitlists; and,
- ✓ The Parent Advisory Council and principal have identified the school community as being an area of high need.

The following additional selection criteria further filtered the potential childcare centres:

- ✓ Coordination with City of Burnaby childcare initiatives;
- ✓ District Long Range Facility Plan; and,
- ✓ District recovery of classrooms.

Based on the application of the selection criteria listed above as well as taking into consideration the City of Burnaby initiatives and the district's Long Range Facility Plan, including the need to recover classroom space, the following potential childcare centres were identified:

#### Sites for Potential Childcare Expansion

##### **Phase 1 – January 2020**

Second Street Community School (Cariboo Lougheed Zone): Option 3 - Shared Space - Childcare in StrongStart Classrooms

- Serve Second Street Community School
- Partial process followed re: Verbal request by service provider supported by school
- Kindergarten/Grade 1 overflow
- Current Licenced Operator: Eastside Opportunities Society
- No Building Capital Required

Stride Avenue Community School (Kingsway South Zone): Option 3 - Shared Space - Childcare in StrongStart Classrooms

- Serve Stride Avenue Community School and Taylor Park
- Waitlist 101+
- Kindergarten/Grade 1 overflow
- Current Licenced Operator: Burnaby Neighbourhood House
- Seismic 2022
- No Building Capital Required

##### **Phase 2 – September 2020**

Rosser Elementary (Brentwood North Zone): Option 4 - Shared Non-Enrolling Classroom Space

- Serve Rosser, Gilmore Community, and Confederation Park Elementary
- Waitlist 101+
- Up to 24 licenced spaces for Kindergarten to Grade 7 students
- Current Licenced Operator: Purpose Society
- No Building Capital Required



Marian Learning Resource Centre (Cariboo Lougheed Zone): Additional Option 7 – Capital Project –SD41 Owned, Operator Run (Note: Unique contract required to integrate the operator into the various training programs to be offered at the Marian site)

- Serve Armstrong and Seaforth Elementary, and Second Street Community School
- Armstrong Elementary: Process followed re: PAC letter/needs assessment
- School bus may be required
- Up to 24 licenced spaces for Kindergarten and Grade 1 students and 30 spaces for Grade 2 to Grade 7 students

Marlborough Elementary (Central West Zone): Option 7 – Capital Project –SD41 Owned, Operator Run

- Serve Marlborough and Chaffey-Burke Elementary
- 2 portable replacements (Burnaby Neighbourhood House Owner Operator portables) - 54 licensed spaces for Kindergarten to Grade 7 students
- Up to 24 additional licenced spaces for Kindergarten to Grade 7 students
- School bus required
- Current Licenced Operator: Burnaby Neighbourhood House
- Total portables 3

Taylor Park Elementary (Kingsway South Zone): Option 7 – Capital Project –SD41 Owned, Operator Run

- Serve Taylor Park Elementary
- Process followed re: PAC letter/needs assessment
- Up to 24 licenced spaces for Kindergarten and Grade 1 students and 30 spaces for Grade 2 to Grade 7 students
- RFP
- Total portables 2

Westridge Elementary (Brentwood North Zone): Option 7 – Capital Project –SD41 Owned, Operator Run

- Serve Westridge and Montecito Elementary, and Lochdale Community School
- Process followed re: PAC letter/needs assessment
- Program relocation from Duthie-Union: 24 licenced spaces for Kindergarten and Grade1 students, 30 spaces for Grade 2 to Grade 7 students, and 25 spaces for 3-5 year old group care
- Up to 24 additional licenced spaces for Kindergarten to Grade 7 students
- Current Licenced Operator: Puddle Splashers Childcare Society
- Total portables 4

Gilmore Community School (Brentwood North Zone): Option 7 – Capital Project –SD41

Owned, Operator Run

- Serve Gilmore Community School, Confederation Park and Rosser Elementary
- Process followed re: PAC letter/needs assessment (school based)
- Up to 24 licenced spaces for Kindergarten and Grade 1 students and 30 spaces for Grade 2 to Grade 7 students
- Walking school bus required
- RFP
- Total portables 2

Cascade Heights Elementary (Central West Zone): Option 7 – Capital Project –SD41

Owned, Operator Run

- Serve Cascade Heights Elementary and Inman
- Classroom recovery (maintain 24 licenced spaces for Kindergarten to Grade 7 students)
- Walking school bus required
- Current Licenced Operator: YMCA
- Total portables 1

Suncrest Elementary (Kingsway South Zone): Option 7 – Capital Project –SD41 Owned, Operator Run

- Serve Suncrest and South Slope Elementary
- Classroom recovery (maintain 24 licenced spaces for Kindergarten to Grade 7 students)
- Up to 24 additional licenced spaces for Kindergarten to Grade 7 students
- Current Licenced Operator: Burnaby Neighbourhood House
- Total portables 2

**Phase 3 – September 2021**

Brantford Elementary (Central West Zone): Option 7 – Capital Project –SD41 Owned, Operator Run

- Serve Brantford,, Morley, Buckingham and Lakeview Elementary
- Partial process followed re: verbal request for needs assessment by Brantford PAC/principal
- Up to 24 licenced spaces for Kindergarten to Grade 7 students
- RFP
- Total portables 1

Kitchener Elementary (Brentwood North Zone): Option 7 – Capital Project –SD41

Owned, Operator Run

- Serve Kitchener Elementary
- Classroom recovery (maintain 24 licenced spaces for Kindergarten to Grade 7 students)
- Current Licenced Operator: YMCA
- Total portables 1

And/or Kitchener Elementary (Brentwood North Zone): Option 3 - Shared Space - Childcare in StrongStart Classrooms

- Serve Kitchener Elementary
- Up to 24 additional licenced spaces for Kindergarten/Grade 1 students
- Current Licenced Operator: YMCA

Twelfth Avenue Elementary (Cariboo Lougheed Zone): Option 7 – Capital Project – SD41 Owned, Operator Run

- Serve Twelfth Avenue Elementary and Edmonds Community School
- Waitlist 51 - 100
- Up to 24 additional licenced spaces for Kindergarten to Grade 7 students
- Walking school bus required
- Current Licenced Operator: Burnaby Neighbourhood House
- Total portables 1

Stoney Creek Community School (Cariboo Lougheed Zone): Option 7 – Capital Project –SD41 Owned, Operator Run

- Serve Stoney Creek Community School, Lyndhurst and Cameron Elementary
- Waitlist 101+
- Up to 24 additional licenced spaces for Kindergarten to Grade 7 students
- Current Licenced Operator: YMCA
- Total portables 1

### ***Future Consideration***

Clinton Elementary (Kingsway South Zone): Option 7 – Capital Project –SD41 Owned, Operator Run

- Serve Clinton, Glenwood and Nelson Elementary
- Waitlist 51 -100
- Up to 24 additional licenced spaces for Kindergarten to Grade 7 students
- Current Licenced Operator: Burnaby Neighbourhood House
- Total portables 1

Parkcrest Elementary (Brentwood North Zone): Option 7 – Capital Project –SD41 Owned, Operator Run

- Serve Parkcrest, Sperling and Aubrey Elementary
- Up to 24 additional licenced spaces for Kindergarten to Grade 7 students
- Walking/bus required
- Current Licenced Operator: Parkcrest Childcare
- Total portables 1

Capitol Hill Elementary (Brentwood North Zone): Option 7 – Capital Project –SD41 Owned, Operator Run

- Serve Capitol Hill Elementary
- Classroom recovery (maintain 24 licenced spaces for Kindergarten to Grade 7 students)
- Current Licenced Operator: YMCA
- Total portables 1

## Childcare Centre Operating Risk Assessment

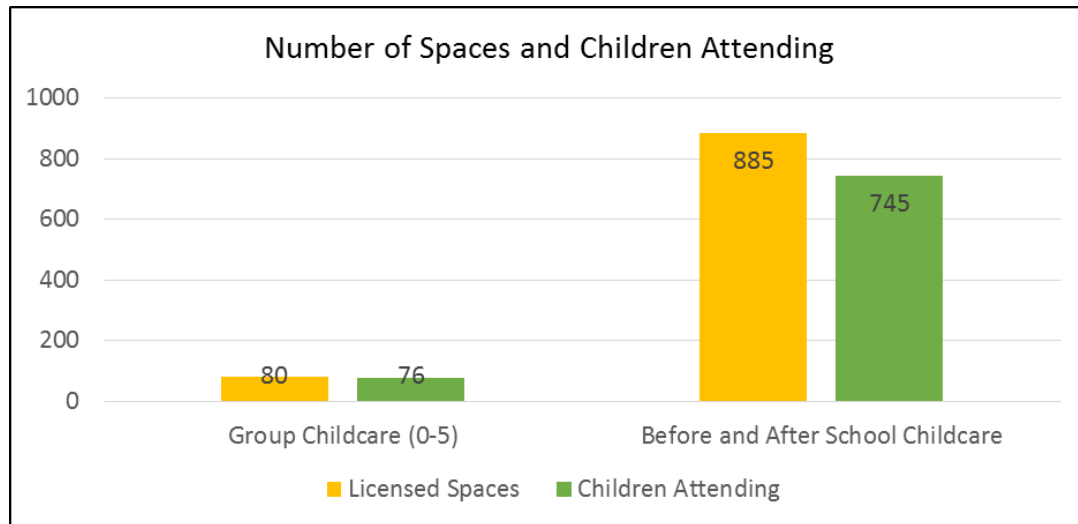
A risk assessment is a systematic process of evaluating the potential risks that may be involved in a projected activity or undertaking. Five primary risks exist that can affect the success of the childcare project; they are: 1) Strategic Risks, 2) Compliance Risks, 3) Operational Risks, 4) Financial Risks, and 5) Reputational Risks. The following risk assessment applies to the operation of the potential childcare centres:

### Childcare Centre Operating Risk Assessment

#	Risk	Hazard	Likelihood	Control
1	Recruitment and retention of childcare centre staff (see following section)	Childcare operators unable to hire/retain qualified staff to operate childcare centres	High	<ul style="list-style-type: none"> <li>• Work with City of Burnaby to provide salary subsidies for childcare staff</li> <li>• Provide Community and Continuing Education programming to train qualified staff</li> <li>• Monitor challenges and issues from Phase 2 – September 2020 and modify strategy if required.</li> <li>• Convert centre operation to Option 6 - Capital Project – SD41 Operated Centre</li> </ul>
2	City of Burnaby Building Permit requirements	Preliminary Project Agreement or Building Permit requires alterations to plan	Low	<ul style="list-style-type: none"> <li>• Consulting team work with city staff during application process</li> <li>• Modify location/quantity of childcare units if issues unresolvable</li> </ul>
3	Financial cost overruns	Unforeseen capital, licencing or operation costs	Low	<ul style="list-style-type: none"> <li>• Maintain high cost controls through consulting team</li> <li>• Project meetings / reports with project funders as required</li> <li>• Adequate financial contingencies and risk reserve funding</li> </ul>
4	Provincial political support for childcare initiative	Government focus on childcare initiatives changes	Low	<ul style="list-style-type: none"> <li>• Maintain open communication with MCFD and Ministry of Education</li> <li>• Secure funding commitment prior to project implementation</li> </ul>
5	Fraser Health licencing compliance	Licensed area doesn't comply or fewer childcare spaces available	Medium	<ul style="list-style-type: none"> <li>• Engage Fraser Health in unit design prior to placing portable order</li> <li>• Work with Childcare Operator to ensure maximized number of spaces available</li> <li>• Monitor maintenance Work Orders pertaining to childcare spaces</li> </ul>
6	Childcare operator unsuccessful (programming and/or financial)	Childcare operator does not offer quality programming and/or experiences financial difficulty or insolvency	Low	<ul style="list-style-type: none"> <li>• Engage operators who have demonstrated success</li> <li>• Require annual financial reports</li> <li>• Meet with operators regularly to review programming</li> <li>• Collaborate with Fraser Health</li> </ul>

### Recruitment and Retention of Childcare Centre Staff

Currently, there are 1 infant/toddler group childcare, 3 three to five year old group childcare, 6 preschool, and 23 before and after school childcare programs in the district. Twelve childcare programs are located in classrooms and eleven operate out of portables. It is important to note that existing childcare providers are unable to recruit and retain qualified staff to fill all licenced spaces.



### ***Community and Continuing Education Programming***

Burnaby Community and Continuing Education (BCCE) is experiencing tremendous growth in the area of Early Childhood Education (ECE). This is due primarily to a shortage of qualified ECE workers in the field. Burnaby's ECE program is a recognized leader in the province, producing many quality graduates.

The availability of the Marian site in September 2019 gives BCCE an opportunity to expand further its already growing ECE programs. The Marian site would allow for two ECE training programs (full time and part-time) as well as several childcare options. The site could host an infant/toddler program (24 spaces), a 3-5 year old group childcare (25 spaces), one Grade 2+ before and after school care program (30 spaces) and a K-1 before and after school childcare program (24 spaces). There are many advantages to having several working childcare programs at the same site and within close proximity to the ECE training facility. This living classroom model is sure to benefit both the children in childcare and the ECE students.

In addition to ECE training, BCCE will have the opportunity to offer other complementary programs at the site. These would include the district's Educational Assistant (EA) diploma program and School Care Practitioner (Before and After School Care) training. As current district facilities have reached capacity, we require new space to continue to expand and offer more BCCE training opportunities, which have a direct and positive impact on the district and community.

District ECE diploma programs will begin at the Marian Learning Resource Centre as early as September 2019 and the EA Diploma program could start in January 2020. The childcare programs would require licencing and facilities upgrades. Pending the timeframe for approval and construction we could be up and running by Summer 2020.

See Appendix 3 – Community and Continuing Education Program Plan for a detailed program description and associated floor plan.

## Childcare Project - Capital Risk/Project Assessment

### Long Range Facility Plan Risk Assessment

Selected childcare projects may have an impact on the Long Range Facility Plan. The following table is an assessment of each childcare project's potential impact on the school as it relates to long-term planning. Schools may have exceeded their operating capacity, which is addressed through portable classrooms. The installation of childcare centres on school sites must not limit the district's ability to address future enrolment growth.

One potential childcare location identified through the consultation process will have a high-risk impact rating on the Long Range Facility Plan, and as a result has been removed from the list of potential centres. Taylor Park Elementary School currently exceeds the Operating Capacity and is in a high growth area. The school site has limitations on the potential location of portable classrooms, and installing childcare centres would limit the district's ability to accommodate student growth.

### **Capital Project Risk Assessment – Long Range Facility Plan**

School Site	Configuration	Risk Rating	Capital Plan Risk Impact
1. University Highlands	Triple space – K/1 and two-2+ (84)	Low	<ul style="list-style-type: none"> <li>No risk – dedicated space</li> </ul>
2. Burnaby North Secondary (Duthie-Union Transfer)	infant/toddler (24), pre-school (25), before and after (54)	Low	<ul style="list-style-type: none"> <li>No risk – dedicated space</li> </ul>
3. Stride Avenue Community	Childcare space and shared space – StrongStart	Low	<ul style="list-style-type: none"> <li>No risk – dedicated space</li> </ul>
4. Second Street Community	Shared space – childcare in StrongStart	Low	<ul style="list-style-type: none"> <li>103% capacity utilization</li> <li>Limited location for classroom portable</li> </ul>
5. Stride Avenue Community	Shared space – childcare in StrongStart	Low	<ul style="list-style-type: none"> <li>No risk – dedicated space</li> </ul>
6. Rosser Elementary	Single portable – K-7 program (24)	Low	<ul style="list-style-type: none"> <li>86% capacity utilization</li> </ul>
7. Marian Learning Resource Centre	Interior renovations (54) with city infant/toddler (12) and age 3-5 (25)	Low	<ul style="list-style-type: none"> <li>No risk – dedicated space</li> </ul>
8. Marlborough Elementary	Triple portable – K/1 and two-2+ (76)	Low	<ul style="list-style-type: none"> <li>No risk – dedicated space (South-East Corner)</li> </ul>
<b>9. Taylor Park Elementary</b>	<b>Double portable – K/1 and 2+ (50) with city infant/toddler (12) and age 3-5 (25)</b>	<b>High</b>	<ul style="list-style-type: none"> <li><b>101% capacity utilization</b></li> <li><b>High growth area</b></li> <li><b>Limited site location for classroom portable</b></li> <li><b>Parking shortage</b></li> <li><b>Expansion project limitations</b></li> </ul> <p><b><u>REMOVE FROM PROJECT LIST</u></b></p> <p><b>Potential childcare opportunity involving city land located on north of school site – further investigation required</b></p>
10. Westridge Elementary	Double portable – K/1 and 2+ (54) with city infant/toddler (12) and age 3-5 (25)	Medium	<ul style="list-style-type: none"> <li>108% capacity utilization</li> <li>Limited site location for classroom portable</li> </ul>



School Site	Configuration	Risk Rating	Capital Plan Risk Impact
11. Gilmore Community	Double portable – K/1 and 2+ (54)	Medium	<ul style="list-style-type: none"> <li>93% capacity utilization</li> <li>High growth area</li> </ul>
12. Suncrest Elementary	Double portable – K/1 and 2+ (54)	Medium	<ul style="list-style-type: none"> <li>138% capacity utilization</li> <li>Limited site location for classroom portable</li> <li>Classroom recovery</li> </ul>
13. Cascade Heights Elementary	Double portable – K/1 and 2+ (54) with city infant/toddler (12) and age 3-5 (25)	Medium	<ul style="list-style-type: none"> <li>107% capacity utilization</li> <li>High growth school</li> <li>Site location limitations</li> </ul>
14. Kitchener Elementary	Single portable – K-7 program (24)	Medium	<ul style="list-style-type: none"> <li>80% capacity utilization</li> <li>High growth school</li> </ul>
15. Twelfth Avenue Elementary w/ Bus	Single portable – K-7 program (24)	Medium	<ul style="list-style-type: none"> <li>116% capacity utilization</li> <li>Limited site location for classroom portables</li> </ul>
16. Stoney Creek Community	Single portable – K-7 program (24)	Low	<ul style="list-style-type: none"> <li>86% capacity utilization</li> </ul>
17. Brantford Elementary	Double portable – K/1 and 2+ (54)	Medium	<ul style="list-style-type: none"> <li>104% capacity utilization</li> <li>Limited site location for classroom portable</li> </ul>
18. Clinton Elementary	Single portable – K-7 program (24)	Medium	<ul style="list-style-type: none"> <li>91% capacity utilization</li> <li>Limited site location for classroom portable</li> </ul>
19. Parkcrest Elementary	Single portable – K-7 Program (24) with city infant (12) / toddler (24)	Low	<ul style="list-style-type: none"> <li>No risk – dedicated space</li> </ul>
20. Capitol Hill Elementary	Double portable – K/1 and 2+ (54)	Low	<ul style="list-style-type: none"> <li>112% capacity Utilization</li> <li>Classroom portable location options</li> </ul>

### Capital Planning Project Assessment

A comprehensive capital assessment completed on each potential childcare location identified through the consultation process determined if the school site can support a childcare centre. In addition to understanding the impact each potential project will have on the Long Range Facility Plan, it was necessary to determine that the school site could support a childcare centre. The capital assessment considered all items required by the City of Burnaby to obtain a Building Permit, and school operational matters. The following chart summarizes the site capital assessment findings.

See Appendix 1 – Architectural Site Review for full details.

### Capital Planning – School Site Assessment

School Site	Overall Rating	Capital Assessment Summary
<b>School Capital Project (NLC)</b>		
1. University Highlands	Good	<ul style="list-style-type: none"> <li>No issues – project scheduled to open September 2019</li> <li>Result: Site supports childcare centre</li> </ul>
2. Burnaby North Secondary (Duthie-Union Transfer)	Good	<ul style="list-style-type: none"> <li>No issues – project in Design Development stage</li> <li>Scheduled to open September 2022</li> <li>Result: Site supports childcare centre</li> </ul>
3. Stride Avenue Community	Good	<ul style="list-style-type: none"> <li>Childcare concept included in Project Definition Report</li> <li>Final approval required by Ministry of Education</li> <li>No site issues</li> <li>Result: Site supports childcare centre</li> </ul>
4. Cameron Elementary	Good	<ul style="list-style-type: none"> <li>No site issues</li> <li>Result: Site supports childcare centre</li> </ul>
<b>Phase 1 – January 2020</b>		
5. Second Street Community	Good	<ul style="list-style-type: none"> <li>No site issues</li> <li>Result: Site supports childcare centre</li> </ul>
6. Stride Avenue Community	Good	<ul style="list-style-type: none"> <li>No site issues</li> <li>Result: Site supports childcare centre</li> </ul>
<b>Phase 2 – September 2020</b>		
7. Rosser Elementary	N/A	<ul style="list-style-type: none"> <li>No site issues</li> <li>Result: Site supports childcare centre</li> </ul>
8. Marian Learning Resource Centre	Good	<ul style="list-style-type: none"> <li>No site issues</li> <li>Interior renovation required</li> <li>Support Community and Continuing Education programming</li> <li>Result: Site supports childcare centre</li> </ul>
9. Marlborough Elementary	Good	<ul style="list-style-type: none"> <li>No site issues</li> <li>Result: Site supports childcare centre</li> </ul>
10. Taylor Park Elementary	Poor	<ul style="list-style-type: none"> <li><b>Restricted site</b></li> <li><b>Parking limitations</b></li> <li><b>No location for portables without negatively impacting play area or play field</b></li> <li><b>Supervision sight lines restricted if portables placed on site</b></li> <li><b><u>DELAY PROJECT TO PHASE 3 PENDING FURTHER RESEARCH</u></b></li> <li><b>Further investigation into potential access to city land located north of existing playground required</b></li> </ul>
11. Westridge Elementary	Good	<ul style="list-style-type: none"> <li>No site issues</li> <li>Will lose one ball-diamond with City of Burnaby partnership</li> <li>Result: Site supports childcare centre</li> </ul>
12. Gilmore Community	Poor	<ul style="list-style-type: none"> <li><b>Restricted site</b></li> <li><b>No location for portables without negatively impacting play area or play field</b></li> <li><b>Supervision sight lines restricted if portables placed on site</b></li> <li><b>Development of new hard-court surface limited placement options</b></li> <li><b><u>REMOVE FROM PROJECT LIST</u></b></li> </ul>
13. Cascade Heights Elementary	Good	<ul style="list-style-type: none"> <li>No site issues</li> <li>2 separate pods of two – one before and after / other City programs</li> <li>Result: Site supports childcare centre</li> </ul>
14. Suncrest Elementary	Good	<ul style="list-style-type: none"> <li>No site issues</li> <li>Result: Site supports childcare centre</li> </ul>

School Site	Overall Rating	Capital Assessment Summary
Phase 3 – September 2021		
15. Brantford Elementary	Fair	<ul style="list-style-type: none"> <li>Tree area potential location for portables</li> <li>Result: Site supports childcare centre</li> </ul>
16. Kitchener Elementary	Good	<ul style="list-style-type: none"> <li>No site issues</li> <li>Result: Site supports childcare centre</li> </ul>
17. Twelfth Avenue Elementary w/ Bus	Good	<ul style="list-style-type: none"> <li>No site issues</li> <li>Result: Site supports childcare centre</li> </ul>
18. Stoney Creek Community	Good	<ul style="list-style-type: none"> <li>No site issues</li> <li>Result: Site supports childcare centre</li> </ul>
<b>Future Consideration</b>		
19. Clinton Elementary	N/A	Capital Planning Project Assessment not completed
20. Parkcrest Elementary	N/A	Capital Planning Project Assessment not completed
21. Capitol Hill Elementary	N/A	Capital Planning Project Assessment not completed

### Recommended Childcare Project

Based on the input received from the community consultation, the application of the Long Range Facility Plan, and the site-specific capital assessment, the following childcare projects and phasing are recommended:

### Recommended Childcare Phased Capital Projects

School Site	Configuration	Childcare Spaces Total / New	Total Projected Cost	MCFD Funding	City of Burnaby Funding	Total Portable / Fixed Spaces
<b>School Capital Project (NLC)</b>						
1. University Highlands	Triple Space – K/1 and two-2+ (84)	84/84	\$1,420,000	\$500,000	\$0	3 fixed
2. Burnaby North Secondary (Duthie-Union Transfer)	City infant/toddler (24), pre-school (25), before & after (54) - bus	103/24	\$6,767,327 * \$97,230	\$2,053,554 \$97,230	\$680,000	5 fixed
3. Stride Avenue Community	Childcare space and shared space – StrongStart	30/30	\$1,843,812	\$1,843,812	\$0	1 fixed
4. Cameron Elementary	Childcare space (K to grade 7) – budget to be finalized through school capital project	24/24	\$2,000,000	\$2,000,000	\$0	1 fixed
<b>Total Phase Recommendation :</b>		<b>241/162</b>	<b>\$12,128,369</b>	<b>\$6,479,596</b>	<b>\$680,000</b>	<b>10</b>
<b>Phase 1 – January 2020</b>						
5. Second Street Community	Shared space – childcare in StrongStart	24/24	\$50,000	\$50,000	\$0	1 fixed
6. Stride Avenue Community School	Shared Space – Childcare in StrongStart	24/24	\$10,000	\$10,000	\$0	1 fixed
<b>Total Phase Recommendation :</b>		<b>48/48</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$0</b>	<b>2</b>
<b>Phase 2 – September 2020</b>						
7. Rosser Elementary	Shared non-enrolling classroom space	24/24	\$50,000	\$50,000	\$0	1 fixed
8. Marian Learning Resource Centre	Interior renovations K/1 and grade 2+(54) with city infant/toddler (12) / age 3-5 (25) – may require bus	91/91	\$2,500,000 \$97,230	\$2,000,000 \$97,230	\$500,000	3 fixed

School Site	Configuration	Childcare Spaces Total / New	Total Projected Cost	MCFD Funding	City of Burnaby Funding	Total Portable / Classroom Spaces
9. Marlborough Elementary School	Triple portable – K/1 and two-2+ (76) – may require bus	84/30	\$2,519,904 \$97,230	\$2,519,904 \$97,230	\$0	3 portables
10. Marlborough Elementary School (Located on city Land)	City infant/toddler (12) / age 3-5 (25). Parking lot development	37/37	\$1,624,936 \$200,000	\$0	\$1,624,936 \$200,000	2 portables
11. Westridge Elementary School	Double portable – K/1 & 2+ (54) with city infant/toddler (12) / age 3-5 (25) – may require bus	91/91	\$3,249,872 \$97,230	\$1,624,936 \$97,230	\$1,624,936	4 portables
12. Cascade Heights Elementary School	Double portable – K/1 & 2+ (54) with city Infant/toddler (12) / age 3-5 (25) – may require bus	91/67	\$3,249,872 \$97,230	\$1,624,936 \$97,230	\$1,624,936	4 portables
13. Suncrest Elementary School	Double portable – K/1 & 2+ (54)	54/30	\$1,624,936	\$1,624,936	\$0	2 portables
<b>Total Phase Recommendation :</b>		<b>472/370</b>	<b>\$15,128,764</b>	<b>\$9,553,956</b>	<b>\$5,574,808</b>	<b>19</b>
<b>Phase 3 – September 2021</b>						
14. Taylor Park Elementary School (Require city land and relocation of field)	Double portable – K/1 and 2+ (54) with city infant/toddler (12) / age 3-5 (25) – may require bus. Site development costs.	91/91	\$3,249,872 \$97,230 \$500,000	\$1,624,936 \$97,230 \$500,000	\$1,624,936	4 portables
15. Brantford Elementary School	Double portable – K/1 and 2+ (54)	54/54	\$1,624,936	\$1,624,936	\$0	2 portables
16. Kitchener Elementary School	Single portable – K-7 program (24)	24/0	\$947,468	\$947,468	\$0	1 portable
17. Twelfth Avenue Elementary w/ Bus	Single portable – K-7 program (24) – may require bus	24/24	\$947,468 \$97,230	\$947,468 \$97,230	\$0	1 portable
18. Stoney Creek Community School	Single portable – K-7 program (24)	24/24	\$947,468	\$947,468	\$0	1 portable
<b>Total Phase Recommendation :</b>		<b>217/193</b>	<b>\$8,411,672</b>	<b>\$6,786,736</b>	<b>\$1,624,936</b>	<b>9</b>
<b>TOTAL CAPITAL PROJECT</b>		<b>978/773</b>	<b>\$35,728,805</b>	<b>\$22,895,288</b>	<b>\$7,879,744</b>	<b>40</b>

\* Includes \$4,033,773 capital grants from Ministry of Education (NLC)

## Summary of Recommended Childcare Phased Capital Projects

	Infant / Toddler		3-5 Year Old Group Childcare		Before and After School – K/1		Before and After School – 2+	
	Total	New	Total	New	Total	New	Total	New
School Capital Projects (NLC)	24	24	0	0	97	48	120	90
Phase 1 – January 2020	0	0	0	0	48	48	0	0
Phase 2 – September 2020	48	48	100	100	144	72	180	150
Phase 3 – September 2021	12	12	25	25	120	96	60	60
<b>Total Spaces</b>	<b>84</b>	<b>84</b>	<b>125</b>	<b>125</b>	<b>409</b>	<b>264</b>	<b>360</b>	<b>300</b>

### **Recommendation #2 – Childcare Strategy**

**THAT** the Board of Education pursue full cost recovery childcare funding from the Ministry of Children and Family Development for K/1 and grade 2+ childcare, and the City of Burnaby infant/toddler and 3-5 year old group childcare for the following recommended projects:

#### Phase 1 – January 2020

1. Second Street Community (MCFD K/1)
2. Stride Avenue Community (MCFD K/1)

#### Phase 2 – September 2020

3. Rosser Elementary (K/1 and grade 2+)
4. Marian Learning Resource Centre (MCFD K/1 and grade 2+ | city infant/toddler and 3-5 year old group childcare)
5. Marlborough Elementary (K/1 and two grade 2+)
6. Marlborough Elementary (city infant/toddler and 3-5 year old group childcare)
7. Westridge Elementary (K/1 and grade 2+, city infant/toddler and 3-5 year old group childcare)
8. Cascade Heights Elementary (MCFD K/1 and grade 2+ | city infant/toddler and 3-5 year old group childcare)
9. Suncrest Elementary (MCFD K/1 and grade 2+)

#### Phase 3 – September 2021

10. Taylor Park (MCFD K/1 and grade 2+ | city infant/toddler and 3-5 year old group childcare)
11. Brantford (MCFD K/1 and grade 2+)
12. Kitchener Elementary (MCFD grade K-7)
13. Twelfth Avenue Elementary (MCFD grade K-7)
14. Stoney Creek Community (MCFD grade K-7)

**FURTHER THAT** the Board of Education authorize the Secretary Treasurer to enter into agreements to support the implementation of the childcare strategy.

## Childcare Project Capital Planning

The school district engaged Mr. Dimas Craveiro, Architect to assist with the development of this Project Definition Report. Mr. Craveiro has experience in designing licenced childcare spaces and has a working relationship with the district pertaining to classroom portables (design, Preliminary Project Agreement / Building Permit).

### Architectural Design

The following guiding principles affected the design of the childcare portables:

1. Must meet all provisions of the Fraser Health childcare licencing requirements
2. Portable to accommodate following childcare spaces:
  - a. Before and after – K-1 = 24
  - b. Before and after – grade 2+ = 26
  - c. 3-5 year old group = 25
  - d. Infant/toddler = 12
3. Portable design to support the following configuration:
  - a. Before and after (K -7) = 1 unit
  - b. Before and after (K-1 & grade 2+) = 2 units
  - c. Before and after (K-1 & grade 2+) with infant/toddler and 3-5 year old group childcare = 4 units
4. Portable quality and design to match existing district standards pertaining to classroom portables.

### Typical Portable Capital Cost

The district has recent experience installing a portable complex on a school site to accommodate a seismic mitigation project. The four portables installed shared a common ramp/deck system and site services. Each unit contains a stand-alone building system that is connected to the school security monitoring solution. Based on the costs incurred and adjustments to support the development of a childcare centre, the following Portable Cost Projections have been incorporated into this Project Definition Report.

## 2020 Childcare Portables

### Horizon North Portables

Average Cost Per Unit	182,332
Sitework	15,294
Interior Design	32,000
Deck Roofing / Covered Area	39,000
<b>Total</b>	<b>268,626</b>

### Consultants

Architect	7,500
Seismic	2,500
Geo-Technical	1,500
Civil	3,000
Building Permit	5,000
<b>Total</b>	<b>19,500</b>

### General Contractor

Transport & Installation	9,700
Foundation	33,000
Crane	10,000
Civil	20,000
Electrical / Fire	23,000
Ramps / Stairs	14,000
Gas / Plumbing	16,000
<b>Total</b>	<b>125,700</b>

### Owner Costs

Millwork	12,000
Shutters	10,000
Equipment	15,000
<b>Total</b>	<b>37,000</b>

### Project Contingency

Net GST	52,642
15% Contingency	39,000
<b>Total</b>	<b>91,642</b>

**Grand Total / Unit 542,468**

### Cost Per Unit (based on double design)

Modular Unit	542,468
Program Startup	100,000
Playground	52,500
Capital Administration	35,000
	<b>729,968</b>

### Cost Per Unit - Signal Unit

Modular Unit	542,468
Program Startup	100,000
Playground	105,000
Capital Administration	35,000
	<b>782,468</b>

Additional cost Items:

- Program supplies (estimate \$25,000 per Unit)
- Program furniture and equipment (estimate \$75,000 per Unit)
- Custodial equipment (estimate \$7,500 per Unit)
- Capital project program administration (entire project estimates \$35,000)
- Playground – universally acceptable requirements (estimate \$105,000) – one required for each complex



### Per School Project Cost

Final cost to install and equip portables for childcare will ultimately depend on the specific school selected, the number of programs being licenced, and the nature of the childcare program. Based on the "typical portable capital cost", the following budgets have been established as preliminary guidelines for program and funding approval.

<b>Configuration</b>	<b>Unit Cost</b>	<b>Risk Reserve</b>	<b>Total Per School Project Cost</b>	<b>Projected Cost per Space</b>
Single portable – K-7 Program (24 spaces)	\$782,468	\$165,000	\$947,468	\$39,478
Double portable – K/1 and 2+ (54 spaces)	\$1,459,936	\$165,000	\$1,624,936	\$30,091
Triple portable – K/1 and two-2+ (76 spaces)	\$2,189,904	\$330,000	\$2,519,904	\$33,157
Double portable – K/1 and 2+ (54 spots) with city infant /toddler (12 spaces) and 3-5 year old group (25 spaces)	\$2,919,872	\$330,000	\$3,249,872	\$35,713

### Total Capital Project

The school district is not in a position to provide capital funding to install childcare portables. Administration costs associated with the ongoing operation are recovered through the square foot licence charge to the non-profit operators. Administration costs for the capital project (\$35,000 per unit) are incorporated into the per unit cost estimate.

Cost synergies will be gained by combining the various site projects into a multi-site large-scale initiative. Funding applications should be pursued for the total capital project budget from MCFD and/or the City of Burnaby, then combined into one overall project. Final project cost allocation will be reviewed once actual costs are known and distributed between the two funding sources accordingly. The district will not be responsible for any capital or setup costs for any of the childcare units.

## Capital Project Schedule

### Childcare Project Milestones

	Phase 1	Phase 2	Phase 3
Design Development			
Portable Order	N/A	Aug-19	Aug-19
Board PDR Approval	Oct-19	Oct-19	Oct-19
MCFD / City Funding	Oct-19	Oct-19	Oct-20
Construction Documents			
Portable Design	N/A	Aug-19	Aug-19
PPA / BP Planning	N/A	Sep-19	Sep-20
Contract Award			
Construction Manager Selection	N/A	Nov-19	Nov-19
Construction			
Site Development	N/A	Mar-20	Mar-21
Portable Delivery	N/A	May-20	May-21
Occupancy			
Operator Access	Oct-19	Jun-20	Jun-21
Licencing Provided	Nov-19	Jul-20	Jul-21
Program Start	Jan-20	Sep-20	Sep-21

## Capital Project Risk Identification

The following identified capital project risks are provided on a per-site basis, and have **NOT** been incorporated into the typical portable capital cost. Additional funding may be required if any of these (or others not identified) are incurred.

No.	Identified Risk	“Not to Exceed” Contingency	
		Rationale for Risk Items	Amount
1.	Unforeseen soil / existing conditions	Manage the remediation required	\$ 15,000
2.	Unforeseen offsite requirements	Maintain ongoing contact with the city to ensure the requests are managed	\$ 10,000
3.	Unexpected parking / site development	Work with the city to clarify requirements during PPA process	\$ 40,000
4.	Schedule delays: PPA/BP process	Work with the city to expedite Preliminary Project Agreement / Building Permit process	\$ 100,000
Maximum “Not to Exceed” Contingency :			\$ 165,000

## Capital Project Risks Management Plan

During the Feasibility Study and Project Definition Report phases, efforts have been made to identify issues that have the potential to adversely affect the project's cost and/or schedule. Those efforts were taken at a level of detail commensurate with the

stage of development of the project and will be further resolved as the project moves through the schematic design and construction phases.

### **Project Scope Risks**

<b>No.</b>	<b>Identified Risk</b>	<b>Risk Probability</b>	<b>Risk Impact</b>	<b>Risk Management Strategy</b>	<b>Manage, Price or Transfer</b>
1	Increased offsite requirements by city	Low	Low	Negotiate with the city on offsite issues	Contingency Reserve Item
2	Scope reduction to meet budget	Medium	High	Obtain accurate cost estimate for options available, with appropriate cost escalation factor	Manage through negotiate and price escalation
3	Fraser Health licencing requirements	High	High	Engage Fraser Health in conceptual portable design prior to finalizing order	Manage through consultation

### **Project Cost Risks**

<b>No.</b>	<b>Identified Risk</b>	<b>Risk Probability</b>	<b>Risk Impact</b>	<b>Risk Management Strategy</b>	<b>Manage, Price or Transfer</b>
1	Adverse soil conditions at site	Low	Low	Geotechnical report will be undertaken where necessary	Manage within budget
2	Project cost overruns	Low	Low	Experienced project team – tracking costs	Monthly cost and schedule reporting
3	Change orders and cost overruns	Medium	Low	Control change orders / clear contract documents	Minimize changes, manage within budget

### **Project Schedule Risks**

<b>No.</b>	<b>Identified Risk</b>	<b>Risk Probability</b>	<b>Risk Impact</b>	<b>Risk Management Strategy</b>	<b>Manage, Price or Transfer</b>
1	Construction delays / portable delivery	Medium	Medium	Site preparation managed through Construction Management. Delivery of portable units managed with supplier	Order material and equipment early, use Construction Management process for project
2	Public consultation requested leading to delay of project	Low	Low	Canvas public in advance, develop preliminary concept and presentation material for public open house	Manage within budget
3	Delay due to labour / material shortages	Medium	Low	Currently a “buyers” market for construction – schedule to reflect market condition	Manage by adjusting schedule
4	MCFD project agreement	Low	Medium	Work closely with MCFD to ensure capital project funding agreement is accurate and provides required funding	Manage through consultation

## Capital Project Procurement

### **Procurement / Delivery Model**

The two possible procurement options for the partial replacement, are (1) the traditional Design/Bid/Build with a Stipulated Price contract and (2) a Construction Management contract. There are advantages and disadvantages for each option, but the key variances are identified below.

### **Design/Bid/Build**

The Design/Bid/Build (DBB) procurement method is more suitable for new construction where there are no hidden conditions. This is a partial option replacement and renovation, there could be hidden conditions or unknowns that will be difficult to determine and that will likely generate change orders. This method would bring cost uncertainty given the nature of the work (invasive renovations).

### **Construction Management**

The Construction Management (CM) procurement method offers the ability of working with a contractor from the beginning of the design to reduce constructability issues; in addition, the following are some of the benefits:

- The nature of the contract is non-adversarial, more akin to a professional services contract and allows the project team to collaborate on the selection of bidders and award of trade and supplier packages.
- Since the CM tenders all trade packages transparently and can tailor trade packages to best suit the capabilities of the local construction industry, local involvement can be maximized.
- CM also gives the owner the ability to “fast track” the construction, by advancing early work on site, as the latter stages of the drawing are complete.
- CM offers the best opportunity for the Project Team to collaborate to ensure the project budget and scope do not exceed the approved amount and contain appropriate levels of reserves at all stages of the project.
- A key advantage of the CM process is that any potential budget overrun Issues, unexpected conditions encountered, or scope increases can be addressed during the design phase, where necessary changes will reflect full value of the change.

### **Recommendation #3 – Procurement Method**

**THAT** Construction Management be used as the most appropriate procurement method. The Construction Management contractor should be selected through an open bidding process; sub-contracts should also be procured through an open bidding process to ensure price competition.

## Recommendations

### Report Recommendations

The Project Definition Report contains the following recommendations:

#### **Recommendation #1 – Childcare Licences to Occupy**

**THAT** the existing annual childcare licence to occupy require childcare operators on school district sites to register children and administer their waitlists based on a “childcare community hub placement priority,” model outlined below:

1. Children who are on the existing waitlist of the childcare provider.
2. Children whose residence is within Burnaby, and if school age, attend one of the hub schools.
3. Children whose residence is within Burnaby, and if school age, attend a Burnaby school located in another childcare hub.
4. Children whose residence is outside of Burnaby, and if school age, attend one of the hub schools.
5. Children whose residence is outside of Burnaby, and if school age, attend a school outside of the childcare hub.

If required, district staff will continue to refine the waitlist criteria in collaboration with childcare providers operating on school district sites.

#### **Recommendation #2 – Childcare Strategy**

**THAT** the Board of Education pursue full cost recovery childcare funding from the Ministry of Children and Family Development for K/1 and grade 2+ childcare, and the City of Burnaby infant/toddler and 3-5 year old group childcare for the following recommended projects:

##### Phase 1 – January 2020

1. Second Street Community (MCFD K/1)
2. Stride Avenue Community (MCFD K/1)

##### Phase 2 – September 2020

3. Rosser Elementary (K/1 and grade 2+)
4. Marian Learning Resource Centre (MCFD K/1 and grade 2+ | city infant/toddler and 3-5 year old group childcare)
5. Marlborough Elementary (K/1 and two grade 2+)
6. Marlborough Elementary (city infant/toddler and 3-5 year old group childcare)
7. Westridge Elementary (K/1 and grade 2+, city infant/toddler and 3-5 year old group childcare)
8. Cascade Heights Elementary (MCFD K/1 and grade 2+ | city infant/toddler and 3-5 year old group childcare)
9. Suncrest Elementary (MCFD K/1 and grade 2+)

##### Phase 3 – September 2021

10. Taylor Park Elementary (MCFD K/1 and grade 2+ | city infant/toddler and 3-5 year old group childcare)
11. Brantford Elementary (MCFD K/1 and grade 2+)
12. Kitchener Elementary (MCFD grade K-7)
13. Twelfth Avenue Elementary (MCFD grade K-7)
14. Stoney Creek Community (MCFD grade K-7)

**FURTHER THAT** the Board of Education authorize the Secretary Treasurer to enter into agreements to support the implementation of the childcare strategy.

**Recommendation #3 – Procurement Method**

**THAT** Construction Management be used as the most appropriate procurement method. The Construction Management contractor should be selected through an open bidding process; sub-contracts should also be procured through an open bidding process to ensure price competition.

## Appendixes



Appendix 1 – Architectural Site Review

Board of Education  
Burnaby School District 41

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**Childcare Facilities Concept Report**



Prepared by Dimas Craveiro Architect  
211-211 Columbia Street  
Vancouver, BC V6A 2R5

August 28, 2019

## **Table of Contents**

1.0	Introduction
2.0	Scope of Report
3.0	Design Considerations
4.0	Authorities Having Jurisdiction
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Appendix B – Prototypes	
Appendix C – Proposed Locations and Types	
	Suncrest
	Marlborough Elementary
	Cascades Heights Elementary
	Westbridge Elementary
	Marian
Appendix D – Marian Learning Resource Centre	

## 1.0 Introduction

Dimas Craveiro Architect was retained by School District 41 to review childcare requirements and develop prototypes of childcare facilities to accommodate different ages and types, including:

- Toddlers and Infants
- Group Childcare of ages 3 - 5
- Kindergarten / Grade 1
- Grades 2 – 7 (2+)

The intent of developing prototypes arose from the consideration of utilizing modular construction that could be placed on sites either in single units or in complexes ranging from 2 to 4 units.

Discussion and consultation was made with Burnaby School District 41 personnel:

Mr. Russell Horswill, Secretary-Treasurer

Mr. Cory Borg, Director Facilities

Mr. Chris McCauley, Assistant Director Facilities.

## 2.0 Scope of Review

The scope of the work consisted of the following:

- Review of childcare and programmatic requirements
- Review of potential sites
- Review of provincial childcare requirements
- Development of prototypes utilizing modular construction
- Determining how units could be placed at each designated location with regard to siting and access.
- Providing concept drawings for preliminary pricing from manufacturers and builders

The sites and types of childcare types that fall under the scope of this review are listed in the table below:

Childcare Locations	Units	Use	Capacities
Marlborough	3	K/1 & 2 – 2+	$24+30+30 = 84$
Marlborough	2	City Infants & Toddlers & Age 3-5	$12+25 = 37$
Westridge	4	K/1 & 2+ & Infants/Toddlers & Ages 3-5	$24+30+12+25 = 91$
Cascade Heights	4	K/1 & 2+ & Infants/Toddlers & Ages 3-5	$24+30+12+25 = 91$
Suncrest	2	K/1 & 2+	$24+30 = 54$
Marian	N/A	K/1 & 2+ & Infants/Toddlers & Ages 3-5	$24+30+12+25 = 91$

### 3.0 Design Considerations

The concept design and delivery of childcare facilities was undertaken with the intent of using manufactured modular construction for the following reasons:

- Ease of construction in a controlled environment
- Economy resulting from the manufacturing process
- Efficiency of construction
- Deliverable times that could be determined early in the process
- Flexibility with regard to size and number of units

The term “modular” evokes the common portable classroom with connotations of less-than-desirable quality and a decidedly temporary appearance with wood stairs and ramps. In reality, modular construction refers to manufactured buildings in a controlled environment. These buildings are constructed in sizes that can be trailered to any site and assembled into the desired building. Typically of wood frame construction, they can be constructed with any specified cladding, types of windows, doors and finishes. They can also come with washrooms and heating, ventilation and air conditioning if requested.

Interior cabinets for these units would be provided by School District 41 using their own resources.

The childcare buildings would be on permanent concrete foundations and have permanent stairs, ramps and weather protection. They would meet all building codes, provincial and municipal requirements.

A good precedent is the kindergarten modules that exist in Burnaby and other school districts. Dimas Craveiro Architect was retained by School District 41 in 2012 to coordinate and design site foundations and servicing for these units that were manufactured at a single facility for the entire province. These units were placed on concrete foundations and were intended to be permanent.

### 4.0 Authorities Having Jurisdiction

Childcare in British Columbia is regulated by the provincial Community Care and Assisted Living Act, Child Care Licensing Regulation that stipulates:

- Licensing and Facility Requirements
- Facility Requirements
- General Requirements with regard to criminal record checks, training, emergency training and equipment
- Employee Qualifications
- Certificates
- Supervision of Children
- Operations, including general care, treatment of children, illnesses and records

The provincial regulations are administered and enforced by Fraser Health within the City of Burnaby. They review proposed childcare facilities and license operators. They are also interpreters of the Child Care Licensing Regulation.

Permits for the actual facilities come under the jurisdiction of the City of Burnaby. Application is first made to the planning department for a Preliminary Plan Approval. Subsequently, application for a building permit is made to the Building Department who review the application with regard to application of various codes and acts, including the BC Building Code.

## 5.0 Space Requirements

Each type of childcare facility has its own space and program requirements as outlined in Appendix A, Prototypes that lists the maximum number of children for each type of facility. In general, each childcare type requires 3.7 square metres of open activity area exclusive of items such as built-in cabinetry, storage, napping areas, storage, washrooms, cooking areas and circulation.

There are specific requirements for each type of childcare, some of which are listed in Appendix A, Types of Childcare and Requirements. For example, a separate napping area is required for toddlers and infants. A change table and laundry facilities are also required for toddlers and infants.

In general, each childcare type will be housed in a single modular unit as depicted in Appendix B, Prototypes. Each unit will consist of 2 - 12' x 66' modules, combined to form a single building that is 24' x 66' long, with a gross area of 1584 square feet or 147 square metres. The typical portable classroom is 24' x 40, considerably smaller than the proposed childcare units.

Individual units can be placed on site singly or in complexes of 2-4 units as noted in Appendix C, Proposed Locations and Type.

Each complex would have enclosed foyers providing meeting and circulations space between the units such that universal washrooms, small offices and storage rooms would be accessible to staff and children from the foyer. The concept drawings for each site indicate how the units might be grouped on site. The drawings should one configuration for each site but other possibilities that can be investigated.

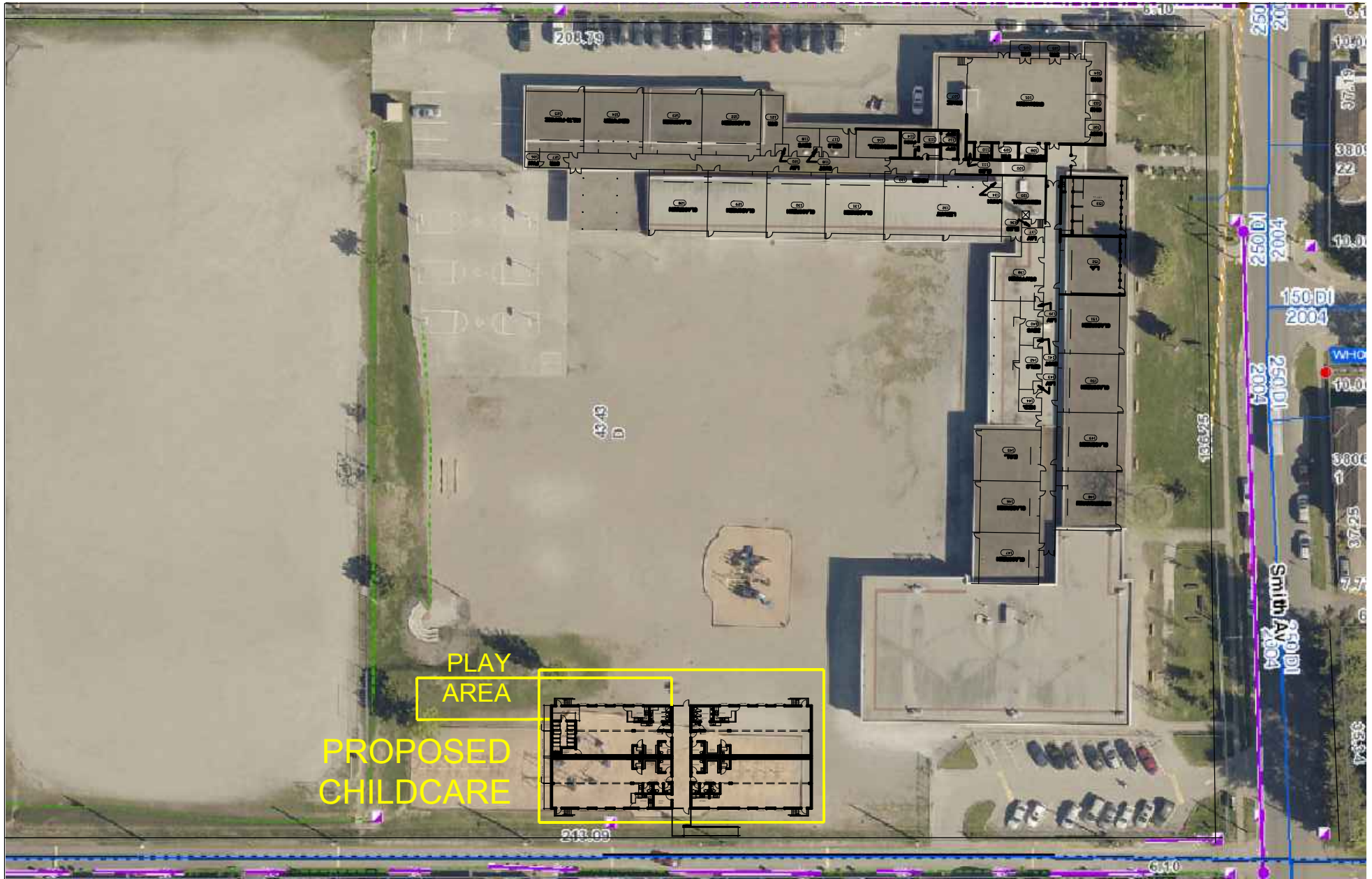
## 6.0 Marian Learning Resource Centre

Marian provides a unique opportunity for various types of childcare facilities in conjunction with educational facilities for childcare providers. Appendix D, Marian Learning Resource Centre, depicts a concept that can be accommodated within the existing building. The concept is intended to be more fully discussed and explored.

## Appendix A – Types of Child Care and Requirements

Type of Child Care	Child Care Licensing Regulation (BC Reg. 332/2007)	Physical Requirements of Facility	Plumbing Facilities	Outdoor Play Area	Maximum number of children
<b>Group Child Care (School Age),</b> being a program that provides before or after school hours or on a day of school closure, care to children who attend school, including kindergarten	Part 1, Division 1.2(d)	3.7 sq. m of usable floor area, excluding hallways, built-in storage areas, bathrooms, and fixed appliances.	one toilet and wash basin for every 10 children or fewer. Water temp <49C.	at least 6 sq. m for each child. Area to be enclosed. Sharing of area permitted for different groups. 24 kids => 144 sq. m.	K/1: 24 children with 2 responsible adults <b>24 kids =&gt; 88.8 sq. m net</b>  Grade 2+: 30 children with 2 responsible adults (111 sq. m net) <b>30 kids =&gt; 111 sq. m net</b>
<b>Group Child Care (Under 36 months),</b> being a program that provides care to preschool children. Allow for napping. Separate napping area for children less than 36 months of age and separate from any activity area.	Part 1, Division 1.2(a)	3.7 sq. m of usable floor area, excluding hallways, built-in storage areas, bathrooms, and fixed appliances. Also, diaper changing station with covered container and wash basin	one toilet and wash basin for every 10 children or fewer. Water temp <49C.	at least 6 sq. m for each child. Area to be enclosed. Sharing of area permitted for different groups	12 Infants/Toddlers with one infant/toddler educator, one other educator and one assistant.  <b>12 kids =&gt;44.4 sq. m net</b>
<b>Group Child Care (30 months to School Age),</b> being a program that provides care to preschool children who are at least 30 months old on entrance to the program and 36 months old by Dec 31 of the year of entrance. Allow for napping. Separate napping area for children less than 36 months of age.	Part 1, Division 1.2(b)	3.7 sq. m of usable floor area, excluding hallways, built-in storage areas, bathrooms, and fixed appliances.	one toilet and wash basin for every 10 children or fewer. Water temp <49C.	at least 6 sq. m for each child. Area to be enclosed. Sharing of area permitted for different groups	Preschool: 20 children with one educator and one assistant. <b>20 kids =&gt; 74 sq. m net</b>  Group Child Care: 25 children with no more than 2 younger than 36 months in a single group. One educator and one assistant. <b>25 kids =&gt; 92.5 sq. m net</b>





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The Contractor shall check and verify all levels, dimensions, data and conditions on the site prior to commencement of any work. Any discrepancies are to be reported immediately to the Architect.

Do not scale any dimension from this drawing.

Project:

**CASCADE HEIGHTS CHILD CARE  
K/1 & 2+ & TODDLER & INFANT & AGES 3-5**

Title:

**AERIAL AND SITE PLAN**



**BURNABY**  
SCHOOL DISTRICT 41

Date: SEPT 25, 2019

Drawn: DC

Scale: N/A

Revision: B

Drawing

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CONCEPT PLAN OF CASCADE HEIGHTS - K / 1 & GRADE 2+ (54 SPACES)  
 CITY INFANTS & TODDLERS AND AGES 3 - 5 (37 SPACES)

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Project:

**CASCADE HEIGHTS CHILD CARE  
 K/1 & 2+ & TODDLER & INFANT & AGES 3-5**

Title:

**CONCEPT FLOOR PLAN**



**BURNABY**  
 SCHOOL DISTRICT 41

Date: SEPT 25, 2019

Drawn: DC

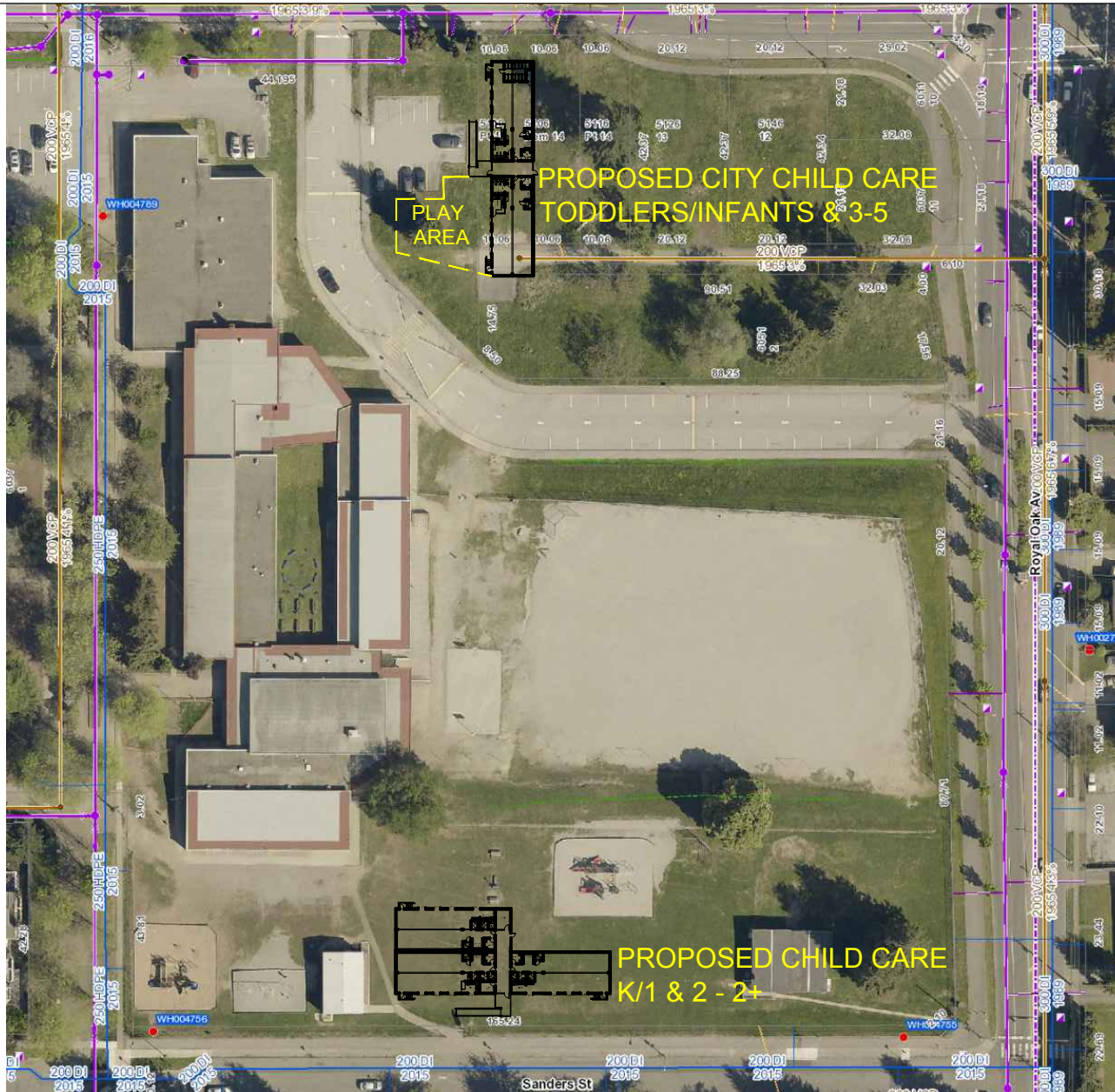
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Project:

**MARLBOROUGH CHILD CARE - K1 & 2 - 2+  
CITY TODDLER & INFANT & AGES 3-5**

Title:

**AERIAL AND SITE PLAN**



**BURNABY**  
SCHOOL DISTRICT 41

Date: SEPT 25, 2019

Drawn: DC

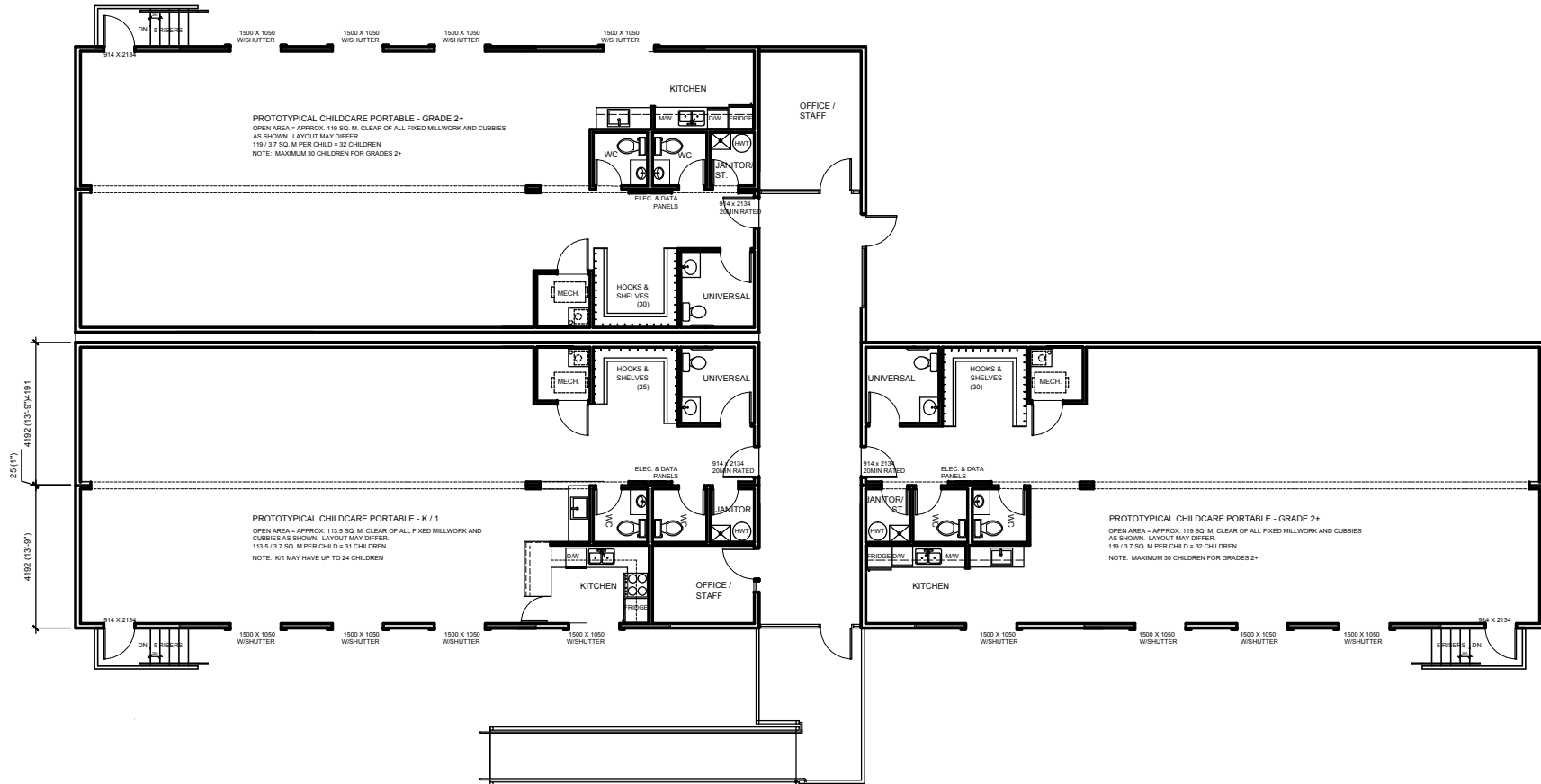
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CONCEPT PLAN OF MARLBOROUGH - K / 1 & TWO GRADE 2+ - 84 SPACES

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Project:

**MARLBOROUGH CHILDCARE  
K/1 & TWO AGES 3-5**

Title:

**CONCEPT FLOOR PLAN**



**BURNABY  
SCHOOL DISTRICT 41**

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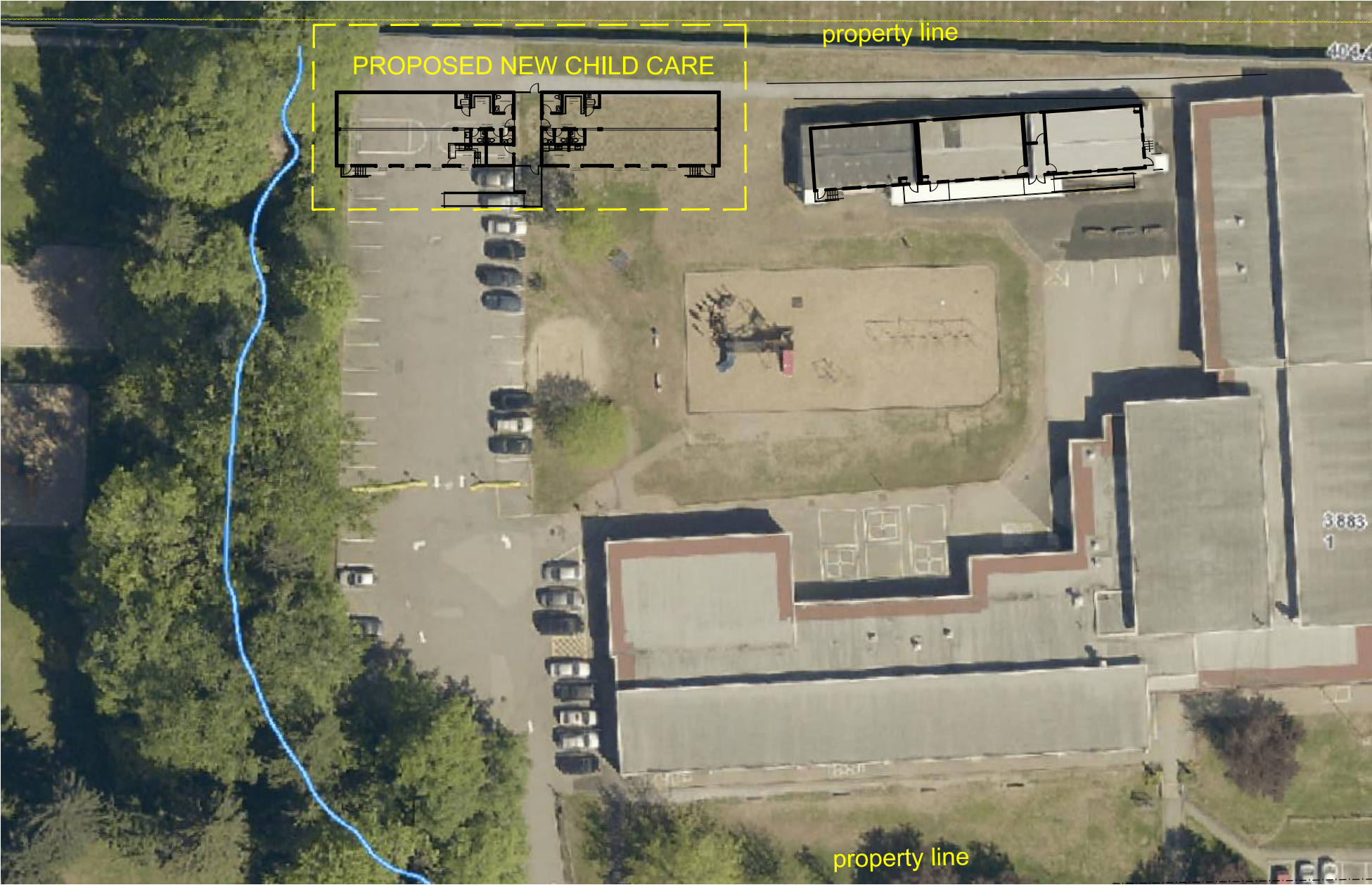
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Project:  
**SUNCREST ELEMENTARY CHILD CARE**  
**K/1 & 2+ - 3883 RUMBLE ST, BURNABY**

Title:  
**AERIAL & SITE PLAN**

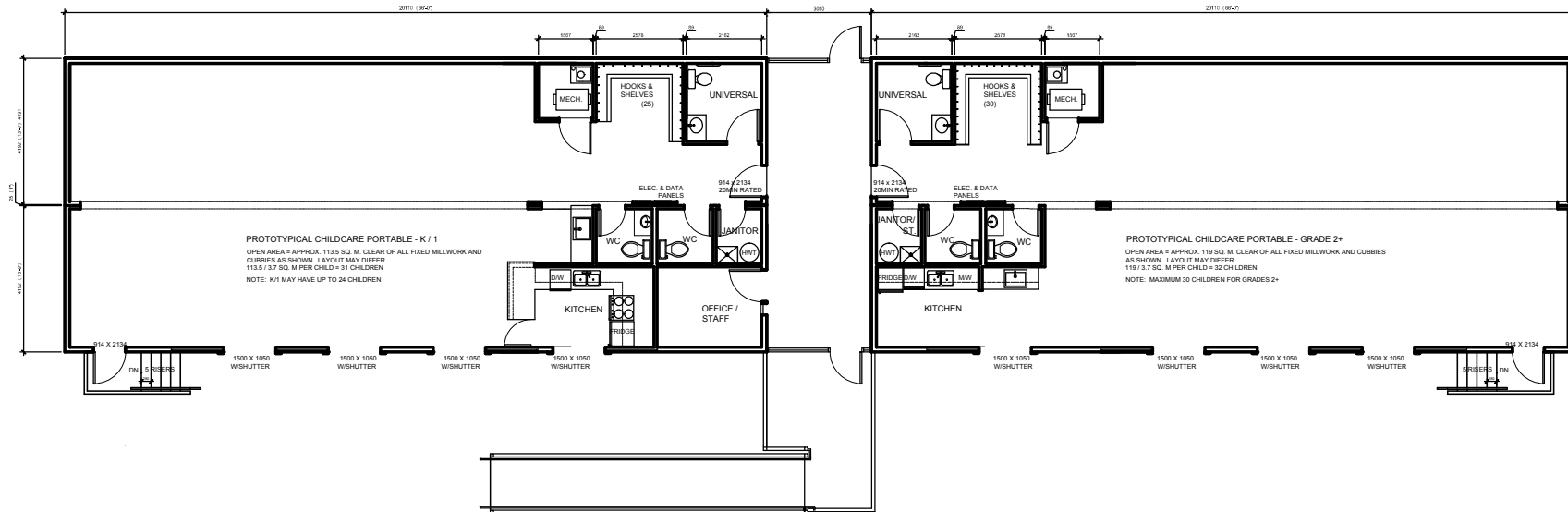


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SCHOOL DISTRICT 41

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CONCEPT PLAN OF SUNCREST - K / 1 & GRADE 2+

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Project:

**SUNCREST ELEMENTARY CHILD CARE  
K/1 & 2+**

Title:

**CONCEPT FLOOR PLAN**



**BURNABY  
SCHOOL DISTRICT 41**

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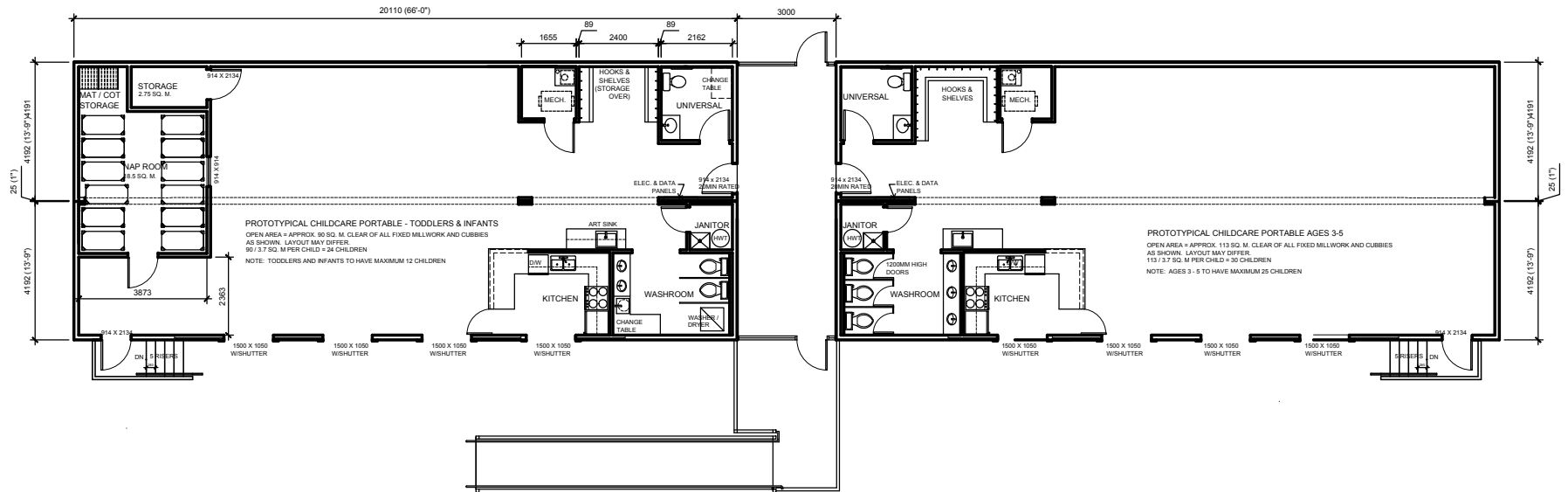
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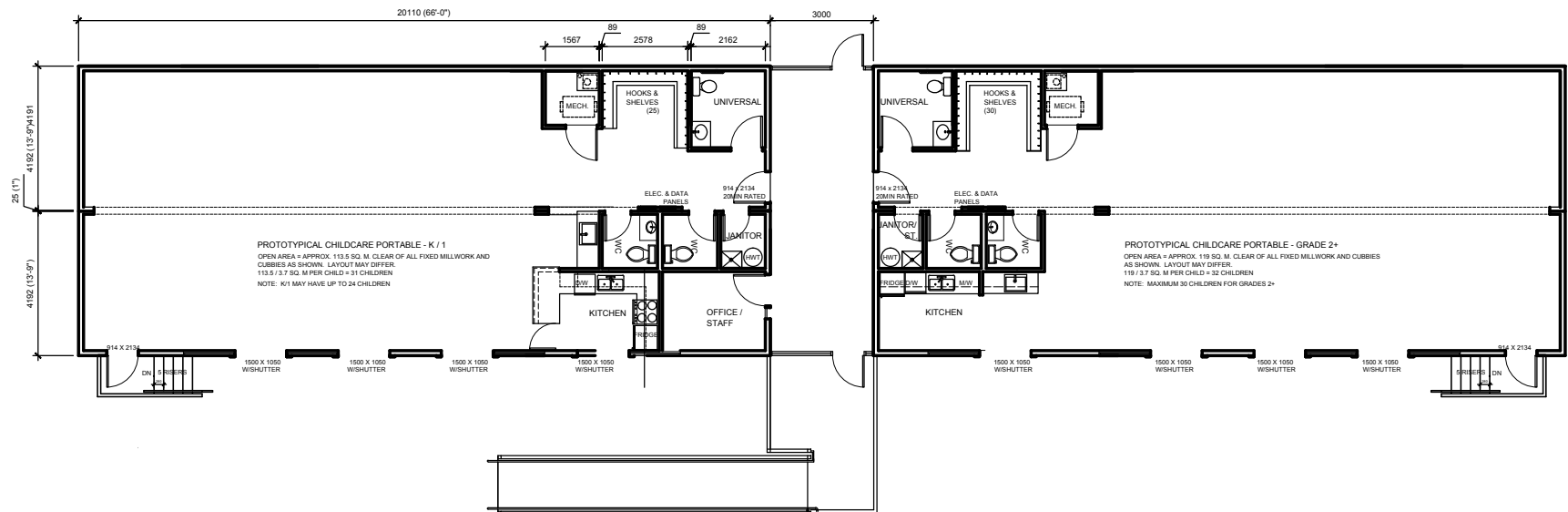




<div><div>DIMAS CRAVEIRO</div><div>ARCHITECT</div><div>211-211 COLUMBIA STREET</div><div>VANCOUVER, B.C. V6A 2R5</div><div>T: 604 484 0084</div></div>	<div>The Contractor shall check and verify all levels, dimensions, data and conditions on the site prior to commencement of any work. Any discrepancies are to be reported immediately to the Architect.</div> <div>Do not scale any dimension from this drawing.</div>	Project: <b>WESTRIDGE ELEMENTARY CHILD CARE</b> <b>K/1 &amp; 2+ &amp; 2 CITY TODDLERS &amp; INFANTS</b>		Date: SEPT 25, 2019	<div>Drawing</div> <div>A1</div> <div>60   Page</div>
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				Revision: B	



**CONCEPT PLAN OF WESTRIDGE - CITY TODDLERS & INFANTS (12 SPACES)  
 & AGES 3 - 5 (25 SPACES)**



**CONCEPT PLAN OF WESTRIDGE - K / 1 & GRADE 2+ - 54 SPACES**

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Project:

**WESTRIDGE ELEMENTARY CHILD CARE  
 K/1 & 2+ & 2 CITY TODDLERS & INFANTS**

Title:

**AERIAL AND SITE PLAN**



**BURNABY**  
 SCHOOL DISTRICT 41

Date: SEPT 25, 2019

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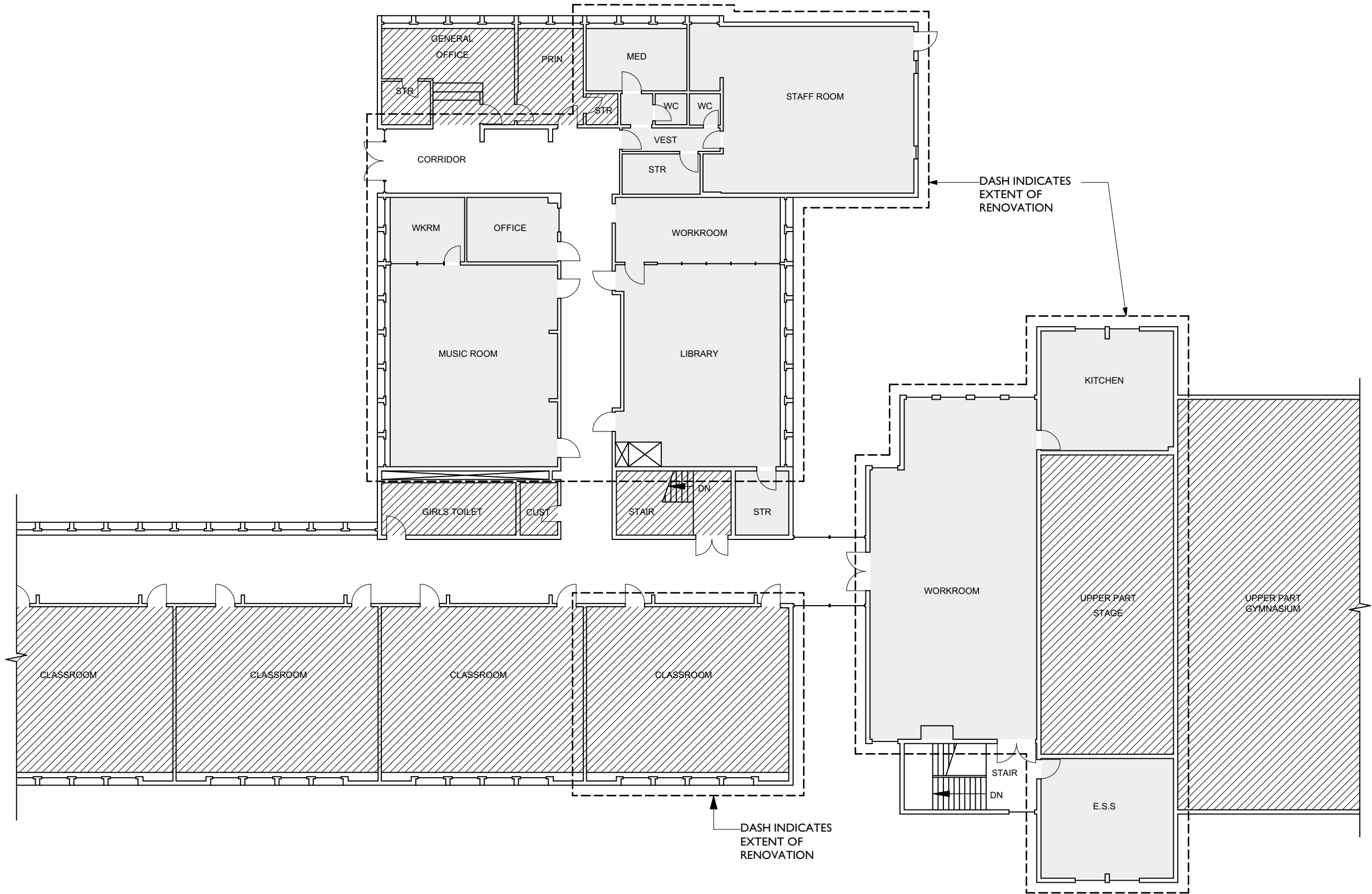
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Project

MARIAN LEARNING  
RESOURCE CENTRE

7650 Sapperton Ave,  
Burnaby, BC V3N 4E1E

Title

EXISTING PLAN

Date 2019 AUG 22		Drawing  <b>SK</b>
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**ARCHITECT**

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Stamp

Project

**MARIAN LEARNING  
RESOURCE CENTRE**

**7650 Sapperton Ave,  
Burnaby, BC V3N 4E1E**

Title

**PROPOSED SCHEMATIC  
PLAN**

Date	2019 AUG 22	Drawing
Job No.		SK 2
Drawn	VCR	Checked
		DC
Scale	1:200	Revision



## Appendix 2 – Consultation Meeting Summaries

The following data was collected from the numerous consultation sessions and is presented unedited from the notes taken. No effort was made to edit or modify the feedback received.

Option 1: School District Space Allocated to Childcare Provider  
Data Summary

Data Summary

	CHALLENGES	OPPORTUNITIES	GAPS	STRENGTHS
<b>THEMES</b>	<i>Availability of classroom space in schools</i>	<i>"hub" model with lottery system servicing multiple schools</i>	<i>Maintaining program operations while schools are not in session</i>	<i>Strong partnerships with community-based childcare providers</i>
	<i>No room for portables on grounds</i>	<i>Expand existing partnerships with local childcare providers in vacant classrooms &amp; surplus portables</i>	<i>Lack of flexibility of program options</i>	<i>Seamless transition to/from before &amp; after school childcare</i>
	<i>Staffing &amp; waitlists</i>		<i>Space on school grounds</i>	<i>Communication &amp; community</i>
			<i>Childcare costs</i>	

Consultation Data

	challenges	opportunities	gaps	strengths
Child Care Resource Group	<ul style="list-style-type: none"> <li>- Request For Proposal fatigue (timely)</li> <li>- lots of steps to move through</li> <li>- custodial/maintenance re: licensing (huge delay)</li> <li>- summer custodial is limited</li> <li>- standards of cleanliness</li> <li>- waitlists are long</li> <li>- staffing is an issue</li> <li>- older children staying longer at childcare rather than leaving in grade 5 - takes spaces away from K children who should be able to access space</li> <li>- children in childcare AND Out-of-School Time programs taking Out-of-School Time spaces away from kids who could really benefit from programs</li> <li>- licensing services/expectations are too much - need to focus on</li> </ul>	<ul style="list-style-type: none"> <li>- Saturday service/expanded hrs &amp; days</li> <li>- "hub" model with lottery system servicing multiple schools would be great</li> <li>- childcare bus service with "hub" model - funding attached to owner/operators</li> <li>- only serving children up to grade 5 (cut-off) not accepting older kids could open spaces up for younger kids</li> <li>- website that would allow centres to advertise to EAs that are looking to hire staff</li> </ul>	<ul style="list-style-type: none"> <li>- PAC determines needs but it might not be accurate</li> <li>- Needs Assessment not enough detail?</li> <li>- custodial availability</li> <li>- "tent trailer" - childcare with expandable walls!</li> <li>- a childcare in every school as part of new school build!</li> </ul>	<ul style="list-style-type: none"> <li>- easy for operators to set up</li> <li>- fair/equitable due process</li> <li>- good that coming from school</li> <li>- no cost to operate re: maintenance</li> <li>- low liability to provider great partnership with SD41!</li> <li>- very responsive</li> <li>- rent is reasonable</li> </ul>

	quality, process oriented, safety			
District Community Schools Advisory & Coordinating Committee	<ul style="list-style-type: none"> <li>- limited vacant classroom space for potential -increased enrolment</li> <li>- would cause displacement of childcare</li> <li>- no space even when there is a high need for care</li> <li>- access to washrooms or cooking facilities</li> <li>- occupying playground space</li> <li>- access to parking</li> </ul>	<ul style="list-style-type: none"> <li>- short-term fix for a transitional/long-term need</li> <li>- schools &amp; PAC could be more active in organizing/collecting input</li> <li>- more community members able to work</li> <li>- continual maintenance available</li> </ul>	<ul style="list-style-type: none"> <li>- disconnect with community</li> <li>- lack of access to afterschool programs</li> </ul>	<ul style="list-style-type: none"> <li>- specific needs of school &amp; community could be addressed (i.e. special needs)</li> <li>- allow access during all times (spring break/summer)</li> <li>- stronger relationships between partners</li> </ul>
Early Childhood Education Table	<ul style="list-style-type: none"> <li>- no connect - need relationship with school &amp; operator</li> <li>- not just a location</li> <li>- how to establish relationship (organic at some sites, challenge at others)</li> <li>- shared space</li> <li>- maintenance (costs) &amp; level of cleanliness</li> <li>- schools access during blackout periods</li> </ul>	<ul style="list-style-type: none"> <li>- partnership between school &amp; non-profit</li> <li>- relationship building between centres &amp; school (staff!)</li> <li>- equality of operator &amp; school in regard to representation in school (move to "shared space")</li> <li>-childcare rep on PAC</li> <li>- reasonable for operator to operate (district pays for repairs etc.)</li> <li>- EDI to/can provide research &amp; share with school, provider, community</li> </ul>	<ul style="list-style-type: none"> <li>- can we add to the structure of relationship between centre &amp; school</li> </ul>	<ul style="list-style-type: none"> <li>- relationship with school community</li> <li>- reasonable lease agreement costs (not-for-profit) for both partners</li> <li>- preschool/K in same area, great for community</li> <li>- benefit of not having to share space (stand-alone centre)</li> <li>- continuation of service</li> </ul>

EDI/MDI ZONE - BURNABY HEIGHTS - N/A

EDI/MDI ZONE - BURNABY LAKE				
	challenges	opportunities	gaps	strengths
ARMSTRONG ELEMENTARY	<ul style="list-style-type: none"> <li>- initiative needs to come from preschool provider</li> <li>- age appropriate equipment in preschool portable</li> </ul>	<ul style="list-style-type: none"> <li>- partnership with preschool portable</li> </ul>	<ul style="list-style-type: none"> <li>- preschool portable onsite currently has low enrolment</li> <li>- not accessible to Armstrong students</li> <li>- only running operationally in mornings</li> </ul>	<ul style="list-style-type: none"> <li>- building is set up &amp; onsite</li> <li>- relationship with school</li> </ul>
BUCKINGHAM ELEMENTARY	<ul style="list-style-type: none"> <li>- there is no classroom space</li> </ul>			
LAKEVIEW ELEMENTARY	<ul style="list-style-type: none"> <li>- lack of space in the building</li> </ul>	<ul style="list-style-type: none"> <li>- cross-district applicants</li> </ul>	<ul style="list-style-type: none"> <li>- lack of playground space</li> <li>- resources</li> </ul>	<ul style="list-style-type: none"> <li>- partnership with the school</li> </ul>
MORLEY ELEMENTARY	<ul style="list-style-type: none"> <li>- if there is space in the school</li> <li>- growth of student population &amp; possible displacement</li> <li>- pick-ups/drop-offs with student/classes in session</li> </ul>	<ul style="list-style-type: none"> <li>- part of our community</li> <li>- dialogue between teacher/daycare/workin g parents communication</li> <li>- children are with friends</li> </ul>	<ul style="list-style-type: none"> <li>- not knowing growth over time</li> </ul>	<ul style="list-style-type: none"> <li>- community inclusion</li> </ul>

EDI/MDI ZONE - DUTHIE/GOVERNMENT ROAD				
	challenges	opportunities	gaps	strengths
LOCHDALE COMMUNITY	<ul style="list-style-type: none"> <li>- shared responsibilities maintenance</li> <li>- paying for your spot not to lose it</li> <li>- flexibility</li> </ul>	<ul style="list-style-type: none"> <li>- provide safe care</li> </ul>	<ul style="list-style-type: none"> <li>- drop-in opportunity &amp; fees</li> </ul>	<ul style="list-style-type: none"> <li>- district is aware of what is going on</li> <li>- more consistent</li> </ul>



MONTECITO ELEMENTARY	<ul style="list-style-type: none"> <li>- small school population</li> <li>- plumbing/services?</li> <li>- taking away grass space</li> </ul>	<ul style="list-style-type: none"> <li>- possible space already on school grounds near earthquake kiosk by Montecito Drive - close to access service points (i.e. plumbing)</li> <li>- there is no other childcare competition</li> <li>- could partner with Sperling school for resources due to location proximity?</li> <li>- close to transit for staffing (bus &amp; skytrain)</li> </ul>	<ul style="list-style-type: none"> <li>- we currently have <u>no</u> licenced providers in our school</li> <li>- we are losing Kindergarten children every year to other schools that have before/afterschool care providers</li> <li>- we need continued care from 3-5 years to school age (City of Burnaby &amp; SD 3-5 years childcare opening next year)</li> <li>- how do we keep these kids in our community (retention of kids)</li> </ul>	<ul style="list-style-type: none"> <li>- very community based parent &amp; school involvement that would support this initiative</li> <li>- easy access to playground, forest area, basketball court</li> <li>- fire hall nearby (for safety)</li> </ul>
SEAFORTH ELEMENTARY	<ul style="list-style-type: none"> <li>- we do not have an existing portable currently on site</li> <li>- PARKING</li> </ul>	<ul style="list-style-type: none"> <li>- we do have space for an existing portable (we have had 2 onsite in the past)</li> </ul>		<ul style="list-style-type: none"> <li>- not a lot of competition in the area</li> <li>- <u>on-site</u></li> </ul>
WESTRIDGE ELEMENTARY	<ul style="list-style-type: none"> <li>- staffing</li> <li>- space on school ground</li> <li>- traffic flow</li> <li>- sightlines to playground from the school</li> </ul>	<ul style="list-style-type: none"> <li>- 20-25 spaces? If before/after care setup</li> <li>- definite need in the school</li> <li>- alleviate spaces at Puddle Splashers &amp; Burnaby Neighbourhood House</li> <li>- more business opportunities for people</li> <li>- grow Puddle Splashers through portable placement</li> </ul>	<ul style="list-style-type: none"> <li>- available portables</li> <li>- school spaces</li> <li>- not enough spaces for all needs</li> <li>- accessibility for wheelchairs, etc.</li> </ul>	<ul style="list-style-type: none"> <li>- connected with school</li> <li>- communication with providers over the years</li> <li>- less transition for children</li> <li>- traffic flow may improve at 9a &amp; 3p</li> <li>- safe transition for students to childcare</li> <li>- alleviate stress for parents</li> </ul>

#### EDI/MDI ZONE - METROTOWN/DEER LAKE - N/A

#### EDI/MDI ZONE - NORTHEAST BURNABY

	challenges	opportunities	gaps	strengths
STONE CREEK COMMUNITY	<ul style="list-style-type: none"> <li>- getting/waiting for portable</li> <li>- logistics</li> <li>- alternate spaces for activities</li> </ul>	<ul style="list-style-type: none"> <li>- space available for portable</li> <li>- increase need, kids will fill</li> </ul>	<ul style="list-style-type: none"> <li>- delay for completion</li> <li>- still inadequate for need (150+ kids)</li> </ul>	<ul style="list-style-type: none"> <li>- already successful on site</li> <li>- established provider</li> <li>- provider willing to work (YMCA)</li> </ul>

EDI/MDI ZONE - SOUTH BURNABY				
	challenges	opportunities	gaps	strengths
SUNCREST ELEMENTARY	<ul style="list-style-type: none"> <li>- creating space to operate</li> <li>- lack of available spots</li> </ul>	<ul style="list-style-type: none"> <li>- daycare for 0-5 years that turns into before &amp; afterschool care</li> </ul>	<ul style="list-style-type: none"> <li>- flexibility options (e.g. fulltime vs part-time; drop-in)</li> <li>- summer options (continuing care through the summer)</li> </ul>	<ul style="list-style-type: none"> <li>- Burnaby Neighbourhood House current provider - wonderful partner, works well with school</li> <li>- accountability between partners</li> <li>- communications</li> </ul>
NELSON ELEMENTARY	<ul style="list-style-type: none"> <li>- no portable classroom available</li> <li>- no vacant classrooms available</li> <li>- take space on school grounds which is the existing playground for kids</li> </ul>	<ul style="list-style-type: none"> <li>- provide convenient before/afterschool care location</li> <li>- not losing Nelson families to other schools</li> <li>- summer/spring break support for Nelson families</li> </ul>	<ul style="list-style-type: none"> <li>- Neighbourhood House childcare has the students walk/bus, that's challenging for primaries</li> </ul>	<ul style="list-style-type: none"> <li>- affordable childcare option for Nelson families</li> <li>- easy drop-off/pick-up</li> </ul>
GLENWOOD ELEMENTARY	<ul style="list-style-type: none"> <li>- space - no outside space for a portable or inside classroom space</li> <li>- currently, Glenwood children access before/afterschool care at Clinton - transportation is a challenge</li> </ul>	<ul style="list-style-type: none"> <li>- larger community hub at Clinton would allow for expanded childcare</li> </ul>	<ul style="list-style-type: none"> <li>- transportation - currently Glenwood kids walk to &amp; from school to access before &amp; afterschool care at Clinton</li> <li>- lack of flexibility - only before &amp; afterschool care option which is more expensive &amp; therefore prohibitive</li> <li>- before &amp; afterschool childcare is expensive</li> </ul>	<ul style="list-style-type: none"> <li>- continuity with an established service</li> <li>- community builder</li> </ul>
SOUTH SLOPE ELEMENTARY	<ul style="list-style-type: none"> <li>- long waitlist - space</li> <li>- staffing</li> <li>- limited school space</li> </ul>	<ul style="list-style-type: none"> <li>- shared classroom space (school)</li> <li>- additional use of school facilities (daycare)</li> <li>- students feed into school</li> <li>- school open early &amp; late for other staff</li> </ul>		

**EDI/MDI ZONE - SOUTHEAST BURNABY – N/A**

**EDI/MDI ZONE - WEST BURNABY – N/A**

EDI/MDI ZONE - WILLINGDON HEIGHTS				
	challenges	opportunities	gaps	strengths
AUBREY ELEMENTARY	<ul style="list-style-type: none"> <li>- staffing - liveable wage</li> <li>- quality, caring, consistent staff</li> </ul>	<ul style="list-style-type: none"> <li>- lower lease rates if organization hires District EAs</li> <li>- community based connections, relationships, commitment</li> </ul>		<ul style="list-style-type: none"> <li>- safer</li> </ul>
KITCHENER ELEMENTARY	<ul style="list-style-type: none"> <li>- timing - growth of neighbourhood and waitlist</li> <li>- is 2022 realistic - could it be sooner that we outgrow school space</li> <li>- already converting non-classroom spaces into classrooms (LSS)</li> </ul>	<ul style="list-style-type: none"> <li>- high growth area of Kitchener catchment</li> </ul>		<ul style="list-style-type: none"> <li>- existing childcare model currently works</li> <li>- established provider (Purpose Society)</li> </ul>
PARKCREST ELEMENTARY	<ul style="list-style-type: none"> <li>- sharing with Aubrey automatically decrease number of spaces for Parkcrest</li> <li>- 30% increase in rental fees this year</li> <li>- school can remove space if enrolment increases</li> <li>- drainage issues</li> </ul>	<ul style="list-style-type: none"> <li>- expansion to add another small one or increase to a large one beside</li> <li>- using city ground beside school, or moving playground to city ground</li> </ul>		<ul style="list-style-type: none"> <li>- good for community being onsite</li> <li>- good communication</li> <li>- if we do expansion the facilities are in the</li> </ul>

## Option 2: Owner Operated Childcare Provider on School District Site

### Data Summary

	CHALLENGES	OPPORTUNITIES	GAPS	STRENGTHS
THEMES	<i>Adequate funding for not-for-profit childcare providers to maintain childcare program</i>	<i>Support of Burnaby families through a responsive, community-based approach</i>	<i>Program consistency with multiple childcare partners</i>	<i>Existing structure in place to manage partnerships</i>
	<i>Clarity of responsibilities between school district &amp; provider (i.e. maintenance support)</i>	<i>Expand existing partnerships with local childcare providers</i>	<i>Childcare staff retention</i>	<i>Strong partnerships with community-based childcare providers</i>
	<i>Timeline around portable acquisition</i>		<i>more childcare spaces are needed now</i>	<i>Seamless transition to/from before &amp; after school childcare</i>
	<i>lack of space/taking away green/play space</i>		<i>losing K registrations to schools with childcare</i>	<i>Low demand on school district operations &amp; maintenance</i>
	<i>staffing/lack of staffing</i>			

### Consultation Data

	challenges	opportunities	gaps	strengths
Child Care Resource Group	<ul style="list-style-type: none"> <li>- navigating between SD/City/service providers</li> <li>- contractors</li> <li>- slow process</li> <li>- ongoing maintenance cost</li> <li>- capital costs</li> <li>timelines/delay in opening</li> <li>- custodial - SFU pays for services</li> </ul>		<ul style="list-style-type: none"> <li>- still don't own land</li> <li>- combination of owners</li> </ul>	<ul style="list-style-type: none"> <li>- max flexibility with their own space to generate revenue</li> <li>- repairs are efficient</li> <li>- pick own custodial staff/contractors</li> </ul>
District Community Schools Advisory & Coordinating Committee	<ul style="list-style-type: none"> <li>- funding providers willing to invest in these partnerships</li> <li>- staffing</li> <li>- control over quality/practices/ hours</li> <li>- their operation</li> </ul>	<ul style="list-style-type: none"> <li>- existing service providers are already up &amp; running &amp; can expand</li> </ul>	<ul style="list-style-type: none"> <li>- equal access</li> <li>- needs based access</li> </ul>	<ul style="list-style-type: none"> <li>- lessens financial &amp; administrative burden on district</li> </ul>

	- maintenance costs of structure			
Early Childhood Education Table	<ul style="list-style-type: none"> <li>- expense to operator (repairs, maintenance, etc.)</li> <li>- less communication with school</li> <li>- no access to school when school closed (certain blackout periods)</li> <li>- portables feel different!</li> </ul>	<ul style="list-style-type: none"> <li>- flexibility with spaces (sub-let, run other programs, etc.)</li> <li>- to blend with Out-of-School Time programming?</li> </ul>	- declare childcare "essential services"	<ul style="list-style-type: none"> <li>- onsite reduces local traffic</li> <li>- none - partnerships always work better!</li> <li>- continuation of service</li> </ul>

#### EDI/MDI ZONE - BURNABY HEIGHTS - N/A

#### EDI/MDI ZONE - BURNABY LAKE

	challenges	opportunities	gaps	strengths
BUCKINGHAM ELEMENTARY	- no space!			
LAKEVIEW ELEMENTARY	- will owner want to expand the current program?	- attract more families	- space for before/ afterschool care	- structure is there
MORLEY ELEMENTARY	<ul style="list-style-type: none"> <li>- schools have footprint to accommodate</li> <li>- heating/weather/ noise/communication - technology/water</li> </ul>	<ul style="list-style-type: none"> <li>- create space</li> <li>- houses a lot of students</li> <li>- inexpensive option</li> <li>- safety of school community is saved because pick-ups/drop-offs not during session</li> </ul>		

#### EDI/MDI ZONE - DUTHIE/GOVERNMENT ROAD – N/A

#### EDI/MDI ZONE - METROTOWN/DEER LAKE – N/A

#### EDI/MDI ZONE - NORTHEAST BURNABY - N/A

EDI/MDI ZONE - SOUTH BURNABY				
	challenges	opportunities	gaps	strengths
NELSON ELEMENTARY	- no space currently available	- provide convenient before/after school care - not losing Nelson families to other schools - summer/spring break support for Nelson families		- affordable - easy convenient drop-off/pick-up
TAYLOR PARK ELEMENTARY	- staffing	- space available for 2 portables at Taylor Park - significant neighbourhood need		- low cost to district - difficulty finding staff
CLINTON ELEMENTARY	- school currently has onsite childcare in a portable - space to add another portable - have the large gravel field but takes away from play space	- another portable would allow for more childcare spaces	- Glenwood & Nelson also attend our childcare & it's a long walk for them - consistent staffing may be an issue - flexibility with before/after care - should be able to choose so more spaces available	- having BNH run our childcare builds community

EDI/MDI ZONE - SOUTHEAST BURNABY				
	challenges	opportunities	gaps	strengths
STRIDE AVENUE COMMUNITY	- staffing (lack of staffing) - no provider - ? What if none approach our school - same for non-profit partners	- opportunities for expansion help equalize supply demand - standardizing waitlists, pricing, etc. - same for non-profit partners	- priority is not in the control of community but of the operator	- already existing organizations - funding might already be there
TWELFTH AVENUE COMMUNITY	- funding - timeline for a childcare to be up & running - limited space no more room to put a portable on site			

EDI/MDI ZONE - WEST BURNABY				
	challenges	opportunities	gaps	strengths
CASCADE HEIGHTS ELEMENTARY	<ul style="list-style-type: none"> <li>- takes up available space for outside activities</li> <li>- no parking available</li> <li>- safety issue with speeders</li> <li>- no consideration for impending school growth from French Immersion</li> <li>- better to make a site hub at Inman Elementary</li> </ul>	<ul style="list-style-type: none"> <li>- reducing waitlist for all types of childcare</li> <li>- put a second level on the school to accommodate more</li> </ul>	<ul style="list-style-type: none"> <li>- easier to maintain school community with consistency in hubs</li> </ul>	<ul style="list-style-type: none"> <li>- continuity for parents</li> </ul>
CHAFFEY-BURKE ELEMENTARY	<ul style="list-style-type: none"> <li>- portable on site</li> </ul>	<ul style="list-style-type: none"> <li>- to increase childcare space in school</li> </ul>	<ul style="list-style-type: none"> <li>- site analysis for portable</li> </ul>	<ul style="list-style-type: none"> <li>- non-profit takes total responsibility</li> </ul>

EDI/MDI ZONE - WILLINGDON HEIGHTS				
	challenges	opportunities	gaps	strengths
AUBREY ELEMENTARY	<ul style="list-style-type: none"> <li>- owner not maintaining space</li> </ul>			
PARKCREST ELEMENTARY		<ul style="list-style-type: none"> <li>- look at expansion by existing portable or on city</li> </ul>		

### Option 3: Shared Space – Childcare in StrongStart Classrooms

#### Data Summary

	CHALLENGES	OPPORTUNITIES	GAPS	STRENGTHS
THEMES	<i>Increased demands on Operations &amp; Maintenance</i>	<i>Support of Burnaby families through a responsive, community-based approach</i>	<i>Licensing regulations</i>	<i>Increases utilization of existing spaces in schools</i>
	<i>StrongStart materials &amp; equipment are not developmentally appropriate for school-aged children grades 1 &amp; up</i>	<i>Increased communication &amp; collaboration between StrongStart educators &amp; childcare staff</i>	<i>Age appropriate materials/equipment</i>	<i>Seamless transitions to/from before &amp; after school childcare</i>
	<i>Philosophical alignment with school district/Ministry of Education Early Learning Framework &amp; childcare provider</i>			<i>Existing structure in place to manage partnerships</i>
	<i>Sharing of StrongStart materials &amp; equipment</i>			<i>Space is readily available</i>

#### Consultation Data

	challenges	opportunities	gaps	strengths
Child Care Resource Group	<ul style="list-style-type: none"> <li>- different standard of licensing</li> <li>- not developmentally appropriate</li> <li>- maintaining cleanliness between programs (before)</li> <li>- who's doing what for cleanliness</li> <li>- custodial</li> <li>- StrongStart educators shift</li> <li>- bleach in low cupboards</li> <li>- age appropriate inspections &amp; hazardous materials issues</li> </ul>	<ul style="list-style-type: none"> <li>- space available meeting families' needs</li> <li>- relationship between staff between childcare/StrongStart</li> <li>- knowledge sharing</li> <li>- Early Learning framework 0-8</li> </ul>	<ul style="list-style-type: none"> <li>- not appropriate for ages grade 2 +</li> <li>- materials/equipment doesn't match</li> </ul>	<ul style="list-style-type: none"> <li>- meeting families' needs</li> <li>- space available</li> <li>- strong relationship between staff/operators</li> <li>- sharing knowledge/experiences</li> <li>- lots of communication creating good relationships</li> <li>- Early Learning 0-8, good opportunities here</li> </ul>



District Community School Advisory & Coordinating Committee	<ul style="list-style-type: none"> <li>- wear &amp; tear in excess of school board budget capabilities</li> <li>- already shared space</li> <li>- difference in expectations</li> <li>- misuse of material</li> <li>- differences in ideas of expectations</li> </ul>	<ul style="list-style-type: none"> <li>- modular spaces (can be transformed into another type of space)</li> <li>- roller carts, locking cupboards</li> <li>- shared EAs with school district (funding for)</li> </ul>	<ul style="list-style-type: none"> <li>- two separate materials &amp; storage space</li> <li>- overlap in timing</li> <li>- shared EAs with school district - funding for</li> </ul>	<ul style="list-style-type: none"> <li>- unused spaces could be better utilized</li> <li>- shared material</li> </ul>
Early Childhood Development Table	<ul style="list-style-type: none"> <li>- pack up daily</li> <li>- equipment &amp; program supplies usage/access</li> <li>- age appropriate space/supplies (kids in K-1)</li> <li>- toy storage/sharing/ breakage costs</li> <li>- not a long-term solution</li> </ul>	<ul style="list-style-type: none"> <li>- expenses can be shared - conversation with StrongStart &amp; operator</li> <li>- cost sharing</li> </ul>		<ul style="list-style-type: none"> <li>- using available space that would otherwise be empty</li> <li>- be ok for "short term"</li> <li>- it would be an option to get more spaces for childcare</li> </ul>
StrongStart Early Childhood Educators	<ul style="list-style-type: none"> <li>- inconsistency of childcare staffing/subs</li> <li>- presently no facility use agreement</li> <li>- set up time</li> <li>- <u>philosophical alignment</u> (materials)</li> <li>- storage</li> <li>- StrongStart materials vs childcare</li> <li>- classroom tone</li> <li>- personal belongings in the rooms</li> <li>- pay additionally for StrongStart educators to maintain/set up/clean up space</li> <li>- learning together</li> <li>- Pro D days (Burnaby &amp; Private)</li> <li>- (consideration of childcare educator as StrongStart staff)</li> </ul>	<ul style="list-style-type: none"> <li>- StrongStart hours shifted</li> <li>- StrongStart facilitator - employees</li> <li>- increase in relationships</li> <li>- additional funding (equipment, etc.)</li> <li>- Kindergarten transition</li> </ul>	<ul style="list-style-type: none"> <li>- policy around space/regulations</li> <li>- size of space</li> <li>- time resources/ communication</li> <li>- building relationships</li> <li>- cleanliness standards</li> <li>- personal space for StrongStart facilitator</li> <li>- calendar alignment</li> </ul>	<ul style="list-style-type: none"> <li>- relationships/ partnerships</li> <li>- all working together to serve community</li> </ul>

EDI/MDI ZONE - BURNABY HEIGHTS - N/A

EDI/MDI ZONE - BURNABY LAKE – N/A

EDI/MDI ZONE - DUTHIE/GOVERNMENT ROAD				
	challenges	opportunities	gaps	strengths
LOCHDALE COMMUNITY	<ul style="list-style-type: none"> <li>- facility - equipment/ replacement</li> <li>- distance from washroom</li> </ul>	<ul style="list-style-type: none"> <li>- open up opportunity for early family development</li> <li>- help alleviate stress finding daycare</li> </ul>		<ul style="list-style-type: none"> <li>-connectedness</li> </ul>

EDI/MDI ZONE - METROTOWN/DEER LAKE				
	challenges	opportunities	gaps	strengths
WINDSOR ELEMENTARY	<ul style="list-style-type: none"> <li>- change the hours of the StrongStart (currently running from 9:15-12:30) to 9:30-1:30 to allow enough time to setup and cleanup</li> </ul>	<ul style="list-style-type: none"> <li>- it would open up 24 spaces for families in need to attend Windsor with K and grade 1 kids</li> </ul>	<ul style="list-style-type: none"> <li>- check if the YMCA (currently running our before &amp; afterschool program) has staff available or would like to run this space as well</li> <li>- finding another partnership to run</li> </ul>	<ul style="list-style-type: none"> <li>- as the YMCA is already running one space, they could share staff among others (like resources)</li> </ul>

EDI/MDI ZONE - NORTHEAST BURNABY - N/A				
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EDI/MDI ZONE - SOUTH BURNABY - N/A				
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EDI/MDI ZONE - SOUTHEAST BURNABY				
	challenges	opportunities	gaps	strengths
SECOND STREET COMMUNITY	<ul style="list-style-type: none"> <li>- only afterschool care, of course</li> <li>- licensing/age appropriate</li> <li>- sharing space with teacher</li> </ul>			<ul style="list-style-type: none"> <li>- cooperation between Eastside Opportunities Society, StrongStart</li> <li>- space is close to other kids</li> <li>- close to gym</li> <li>- benefit the StrongStart as daycare would buy some new equipment</li> <li>- more students would come to school</li> <li>- transition to school even better</li> </ul>

TWELFTH AVENUE ELEMENTARY	<ul style="list-style-type: none"> <li>- waiting list</li> <li>- need a larger space</li> </ul>	<ul style="list-style-type: none"> <li>- funded</li> <li>- working well - partnership StrongStart &amp; before/after school care</li> <li>- good staffing</li> <li>- close proximity to school</li> <li>great hours for families to support care (7a-6p)</li> </ul>	<ul style="list-style-type: none"> <li>- no opportunity for growth</li> </ul>	<ul style="list-style-type: none"> <li>- already in place</li> <li>- we prefer this option</li> </ul>
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**EDI/MDI ZONE - WEST BURNABY - N/A**

**EDI/MDI ZONE - WILLINGDON HEIGHTS - N/A**

Option 4: Shared Non-Enrolling Classroom Space  
Data Summary

	CHALLENGES	OPPORTUNITIES	GAPS	STRENGTHS
THEMES	<i>sharing and/or reorganizing furnishings &amp; equipment on a daily basis</i>	<i>seamless transition to/from before &amp; after school program</i>	<i>maintenance issues</i>	<i>strong partnerships with community-based childcare providers</i>
	<i>licencing approval</i>	<i>seismic upgrades/new builds</i>	<i>licencing regulations</i>	<i>space is readily available</i>
	<i>overlap of hours between school staff &amp; childcare provider</i>			<i>increases utilization of existing spaces in schools</i>
	<i>current use of non-enrolling space (i.e. Out-of-School Time programs)</i>			
	<i>increased demands on Operations &amp; Maintenance</i>			

Consultation Data

	CHALLENGES	OPPORTUNITIES	GAPS	STRENGTHS
Child Care Resource Group	<ul style="list-style-type: none"> <li>- music rooms - large expensive equipment around</li> <li>- set-up/take down</li> <li>- storage of childcare operator's equipment</li> <li>- staffing &amp; time overlap to start up</li> </ul>	<ul style="list-style-type: none"> <li>- same room all the time</li> <li>- planned space/area when new schools are being built</li> <li>- larger spaces that include storage</li> </ul>	<ul style="list-style-type: none"> <li>- children don't necessarily understand difference between school time/non-school time</li> <li>- licensing regulations - why different regulations for before &amp; after school care</li> <li>- same room</li> </ul>	<ul style="list-style-type: none"> <li>- there is space available</li> </ul>
District Community Schools Advisory & Coordinating Committee	<ul style="list-style-type: none"> <li>- Out-of-School Time programs</li> <li>- concern for materials &amp; resources being taken/used</li> <li>- equipment damage</li> <li>- teacher not accessing their prep space</li> <li>- not being able to help students beyond classroom hours</li> <li>- reluctance to share space</li> </ul>	<ul style="list-style-type: none"> <li>- overflow of what is happening in the daytime with other times - connections</li> <li>- send childcare to secondary sites - work experience</li> </ul>	<ul style="list-style-type: none"> <li>- kids need a break &amp; being in same space for such long hours</li> </ul>	<ul style="list-style-type: none"> <li>- underutilized space will be better utilized</li> </ul>

Early Childhood Education Table	<ul style="list-style-type: none"> <li>- pack up daily</li> <li>- expensive equipment (e.g. music room) potential for damage</li> <li>- hard for provider to manage</li> <li>- gyms not feasible for provider due to licensing</li> <li>- adapting environment for certain kids with special needs</li> <li>- struggles to make childcare space like a StrongStart space - wonderful to be in/thoughtful space</li> </ul>			<ul style="list-style-type: none"> <li>- it's space to run childcare!</li> <li>- using available space that would otherwise be empty</li> </ul>
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#### EDI/MDI ZONE - BURNABY HEIGHTS – N/A

#### EDI/MDI ZONE - BURNABY LAKE

	challenges	opportunities	gaps	strengths
MORLEY ELEMENTARY	<ul style="list-style-type: none"> <li>- wear &amp; tear of space</li> <li>- scheduling Out-of-School Time programs currently using these spaces to support community</li> <li>- teacher prep time - before/after school will need alternate space</li> </ul>	<ul style="list-style-type: none"> <li>- within school community</li> <li>- familiar</li> </ul>		

#### EDI/MDI ZONE - DUTHIE/GOVERNMENT ROAD

	challenges	opportunities	gaps	strengths
LOCHDALE COMMUNITY	<ul style="list-style-type: none"> <li>- noise levels?</li> <li>- washrooms?</li> </ul>	<ul style="list-style-type: none"> <li>- shared learning</li> <li>- utilizing the spaces better</li> </ul>	<ul style="list-style-type: none"> <li>- building maintenance</li> </ul>	<ul style="list-style-type: none"> <li>- building better community</li> <li>- connections to early learning</li> </ul>

#### EDI/MDI ZONE - METROTOWN/DEER LAKE

	challenges	opportunities	gaps	strengths
WINDSOR ELEMENTARY	<ul style="list-style-type: none"> <li>- making it feasible with the current activities and schedules of the centre</li> </ul>	<ul style="list-style-type: none"> <li>- having more spaces to enrol kids</li> </ul>	<ul style="list-style-type: none"> <li>- find a provider</li> </ul>	<ul style="list-style-type: none"> <li>- already set up and located in school</li> </ul>

EDI/MDI ZONE - NORTHEAST BURNABY – N/A

EDI/MDI ZONE - SOUTH BURNABY – N/A

EDI/MDI ZONE - SOUTHEAST BURNABY – N/A

EDI/MDI ZONE - WEST BURNABY – N/A

EDI/MDI ZONE - WILLINGDON HEIGHTS				
	challenges	opportunities	gaps	strengths
PARKCREST ELEMENTARY		<ul style="list-style-type: none"><li>- opportunity to move the last challenge class out of Parkcrest at Burnaby request</li><li>- if school does seismic upgrades then there may be room for more classrooms</li></ul>		

Option 5: Capital Project – Not-for-Profit Partner  
Data Summary

	CHALLENGES	OPPORTUNITIES	GAPS	STRENGTHS
<b>THEMES</b>	<i>Philosophical alignment with school district/Ministry of Education Early Learning Framework &amp; childcare provider</i>	<i>Continued support of Burnaby families through a responsive approach</i>	<i>Childcare staff retention</i>	<i>Expand existing partnerships with local childcare providers</i>
	<i>Timeline around portable acquisition</i>	<i>Expand existing partnerships with local childcare providers</i>		<i>Continued support of Burnaby families through a responsive approach</i>
	<i>staffing issues/wages/turnover</i>	<i>chance to add space</i>	<i>staffing issues/wages/turnover</i>	<i>Seamless transition to/from before &amp; after school program</i>
	<i>space issues loss of green spaces</i>		<i>care for vulnerable/special needs kids</i>	<i>affordable for families</i>
				<i>self-contained business for operator</i>
				<i>experienced operators</i>

Consultation Data

	challenges	opportunities	gaps	strengths
Child Care Resource Group	<ul style="list-style-type: none"> <li>- not necessarily a fair process (transparency)</li> <li>- could become contentious</li> <li>- ALL feel they may make claim</li> </ul>		<ul style="list-style-type: none"> <li>- not necessarily a fair process (transparency)</li> </ul>	<ul style="list-style-type: none"> <li>- already have a trusting relationship with partners</li> <li>- save time (more efficient)</li> <li>- expectations are there most cost effective for 1 operator</li> <li>- same operator in an area could be a plus for the operator</li> </ul>
District Community School Advisory & Coordinating Committee	<ul style="list-style-type: none"> <li>- lot of work for non-profit partners already</li> <li>- longer timeline</li> <li>- differences in philosophies</li> <li>- land space</li> </ul>	<ul style="list-style-type: none"> <li>- subsidies might be greater</li> <li>- already have successful models that exist</li> <li>- hands off for school leaders</li> </ul>	<ul style="list-style-type: none"> <li>- community not as involved</li> <li>- where do funds come from?</li> <li>- when government changes</li> </ul>	<ul style="list-style-type: none"> <li>- lower cost for family</li> <li>- dynamic programming unique to the community</li> </ul>

Early Childhood Development Table	<ul style="list-style-type: none"> <li>- provider could be out of the community (i.e. Richmond) but will still have to go through SD41 process</li> <li>- a lot of different providers</li> </ul>	<ul style="list-style-type: none"> <li>- different providers/ partners across the district</li> </ul>	<ul style="list-style-type: none"> <li>- is the Neighbourhood Learning model available for resurrection?</li> </ul>	<ul style="list-style-type: none"> <li>- good for district because operator takes over everything</li> <li>- operator has more expertise in set-up &amp; running centre</li> </ul>
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EDI/MDI ZONE - BURNABY HEIGHTS				
	challenges	opportunities	gaps	strengths
CAPITOL HILL ELEMENTARY	<ul style="list-style-type: none"> <li>- qualified staff available</li> <li>- turnover of staff - consistency &amp; stability issue</li> </ul>			<ul style="list-style-type: none"> <li>- partnership with other groups</li> <li>- staffing issues will not be faced (lack of EAs, shortage)</li> <li>- if there are issues at before/after school does <u>not</u> affect the school day</li> <li>- Pro-D days not affected by staff having to be in 2 places</li> <li>- independent group/governance if there are issues/not at school</li> </ul>
CONFED. PARK ELEMENTARY	<ul style="list-style-type: none"> <li>- turnover of staff</li> <li>- possible gap during the day if no extra hours of work were offered (between 9-3)</li> </ul>	<ul style="list-style-type: none"> <li>- expand pre-school or other programs</li> </ul>	<ul style="list-style-type: none"> <li>- the in-between</li> <li>- existing program for the in-between time of before &amp; after program</li> </ul>	<ul style="list-style-type: none"> <li>- partners have lots of experience</li> <li>- doesn't impact schools/independent</li> <li>- structured programming, enrichment programming</li> </ul>
ROSSER ELEMENTARY	<ul style="list-style-type: none"> <li>- collaboration with schools</li> <li>- regulating facility maintenance (ensuring rules are being followed)</li> </ul>	<ul style="list-style-type: none"> <li>- bring in own funding</li> <li>- maintenance of portable responsibility of childcare</li> </ul>		<ul style="list-style-type: none"> <li>- less responsibility for school, not pulling resources, funding</li> <li>- trained, dedicated staff</li> </ul>

EDI/MDI ZONE - BURNABY LAKE				
	challenges	opportunities	gaps	strengths
ARMSTRONG ELEMENTARY	<ul style="list-style-type: none"> <li>- unknown cost to our families</li> </ul>	<ul style="list-style-type: none"> <li>- district can lease seismic portable on school grounds</li> </ul>		<ul style="list-style-type: none"> <li>- building is set up &amp; onsite</li> </ul>



BUCKINGHAM ELEMENTARY	- no space for more portables?			
LAKEVIEW ELEMENTARY	- long waitlist - cost to open	- convenient for families	- defining the space	- have connections with the district - are recognized - affordable
MORLEY ELEMENTARY	- differing ideologies - provision of services may be very different - more proposal writing, more work - structures around conflict resolution	- financially more feasible - creating relationships with outside agencies - bring wealth of community partners who may want to be active in school community		

EDI/MDI ZONE - DUTHIE/GOVERNMENT ROAD				
	challenges	opportunities	gaps	strengths
MONTECITO ELEMENTARY		- opportunity to partner with local resources (i.e. Burnaby Neighbourhood House, YMCA, Boys & Girls Club)		- the local resources already have an established business model of childcare - would have their own portable
WESTRIDGE ELEMENTARY	- not as much as a partnership - business practice - staffing - ensuring safe pickup & delivery - sightlines to playground from the school - space on school ground - staffing - traffic flow	- 20-25 spaces? If before/after care setup - definite need in the school - alleviate spaces at Puddle Splashes & Burnaby Neighbourhood House - more business opportunities for people - grow Puddle Splashes through portable placement	- available portables - school spaces - not enough spaces for all needs - accessibility for wheelchairs, etc.	- connected with school - communication with providers over the years - less transition for children - traffic flow may improve at 9a & 3p - safe transition for students to childcare - alleviate stress for parents

EDI/MDI ZONE - METROTOWN/DEER LAKE				
	challenges	opportunities	gaps	strengths
BRANTFORD ELEMENTARY	- can't use space - less control	- potential to be more affordable	- EA pay discrepancy	- addresses childcare need timely

MAYWOOD COMMUNITY	<ul style="list-style-type: none"> <li>- lengthy application</li> <li>- finder operator</li> </ul>	<ul style="list-style-type: none"> <li>- new space</li> <li>-space is not affected by enrolment</li> </ul>		<ul style="list-style-type: none"> <li>- they don't need to share the space</li> </ul>
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EDI/MDI ZONE - NORTHEAST BURNABY				
	challenges	opportunities	gaps	strengths
CAMERON ELEMENTARY	<ul style="list-style-type: none"> <li>- space availability</li> <li>- securing funding</li> <li>- loss of green/</li> <li>- play space</li> </ul>	<ul style="list-style-type: none"> <li>- new space therefore not competing for existing class/flex spaces</li> <li>- explore alternative space supply model: tilt-up, school within residential tower, access to amenities</li> </ul>	<ul style="list-style-type: none"> <li>- provider competing for qualified staff</li> </ul>	<ul style="list-style-type: none"> <li>- stability of service - effort invested to pursue application &amp; qualify</li> <li>- maintain service outside of regular school service periods (holidays, summer)</li> <li>- potential non-union members to reduce risk of job action</li> <li>- scalable limited by available space</li> </ul>
FOREST GROVE ELEMENTARY	<ul style="list-style-type: none"> <li>- land would have to be cleared to accommodate</li> <li>- building space (environmental issues)</li> <li>- currently a park space</li> <li>- city owned land</li> <li>- replacing an existing business (The Grove)</li> <li>- would be ideal to have The Grove remain in conjunction with a new provider in new facility</li> <li>- topography of land</li> </ul>	<ul style="list-style-type: none"> <li>- additional space</li> <li>- room for growth</li> <li>- employment (new jobs)</li> </ul>	<ul style="list-style-type: none"> <li>- funding</li> <li>- long term project</li> </ul>	<ul style="list-style-type: none"> <li>- quality of care</li> <li>- more space</li> <li>- includes 0-5 year olds</li> </ul>

EDI/MDI ZONE - SOUTH BURNABY				
	challenges	opportunities	gaps	strengths
GILPIN ELEMENTARY	<ul style="list-style-type: none"> <li>- expanding space</li> </ul>		<ul style="list-style-type: none"> <li>- time between school ending &amp; Parks &amp; Rec programs</li> <li>- students getting to &amp; from Parks/Rec programs</li> </ul>	<ul style="list-style-type: none"> <li>- strong partnership with school</li> </ul>
SUNCREST ELEMENTARY	<ul style="list-style-type: none"> <li>- time issue</li> <li>- consultation</li> </ul>			

TAYLOR PARK ELEMENTARY	<ul style="list-style-type: none"> <li>- no existing portables</li> <li>- school is 'fairly' full</li> <li>- portable would be unsightly</li> </ul>	<ul style="list-style-type: none"> <li>- city has undeveloped land adjacent to school</li> <li>- school could have 2 portables possibly for childcare</li> <li>- many families want childcare</li> <li>- new childcare funds from province</li> </ul>		<ul style="list-style-type: none"> <li>- with provincial funding it's possible</li> <li>- BIG NEED</li> <li>- faster than other formats</li> <li>- keep families in our community</li> </ul>
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EDI/MDI ZONE - SOUTHEAST BURNABY				
	challenges	opportunities	gaps	strengths
EDMONDS COMMUNITY	<ul style="list-style-type: none"> <li>- building staff capacity or hiring the right director for program</li> <li>- pay equity within highly subsidized area</li> </ul>	<ul style="list-style-type: none"> <li>- EAs would be able to take care of our special needs children as they are already qualified to do so</li> <li>- low capitol cost to create licenced space within share non-enrolling space</li> <li>- Pro-D days covered</li> <li>- YMCA has funding for special needs</li> <li>- focus on school population</li> </ul>	<ul style="list-style-type: none"> <li>- care for kids with special needs</li> <li>- the ability to focus on vulnerability list</li> </ul>	<ul style="list-style-type: none"> <li>- building capacity of parents</li> <li>- affordable childcare for our special needs &amp; single parent families</li> <li>- qualified staff</li> <li>- parallel learning goals</li> <li>- able to focus on vulnerability</li> <li>- already have a connect worker to help with subsidy application</li> <li>- additional funding partners</li> <li>- up and running ASAP</li> <li>- covers before, after &amp; Pro-D days</li> <li>- no new operational required</li> </ul>
EDI/MDI ZONE - WEST BURNABY - N/A				

EDI/MDI ZONE - WILLINGDON HEIGHTS				
	challenges	opportunities	gaps	strengths
BRENTWOOD PARK ELEMENTARY	<ul style="list-style-type: none"> <li>- plan is for additional portables for school use - this would be an additional portable - reduce space of school grounds</li> <li>- length of time to get operational</li> </ul>	<ul style="list-style-type: none"> <li>- proximity to City of Burnaby land</li> <li>- pending addition to the school - 7 classrooms &amp; expanded gym</li> <li>- opportunities to re-think the whole site at Brentwood Park</li> <li>- add multipurpose space during the day - childcare before &amp; after school</li> </ul>	<ul style="list-style-type: none"> <li>- increased enrolment is anticipated - this will bring increased need for childcare</li> <li>- 1 portable (additional) for childcare would not be sufficient</li> </ul>	<ul style="list-style-type: none"> <li>- currently we have space on our school site to house portables (strength &amp; challenge)</li> <li>- model that mixes out of school care with preschool programs can work well at this school</li> </ul>
KITCHENER ELEMENTARY	<ul style="list-style-type: none"> <li>- going to Request For Proposal - would it continue to be Purpose Society or new provider?</li> <li>- who maintains the space? (daily custodial duties)</li> </ul>	<ul style="list-style-type: none"> <li>- could it coincide with seismic upgrade?</li> <li>- purposefully built for our needs</li> </ul>		<ul style="list-style-type: none"> <li>- high assurance of quality of offering through the Request For Proposal process</li> </ul>

Option 6: Capital Project – SD41 Operated Centre  
Data Summary

	CHALLENGES	OPPORTUNITIES	GAPS	STRENGTHS
THEMES	<i>Increased demand on Operations &amp; Maintenance</i>	<i>Increase hours available for school district staff through employment opportunities in childcare</i>	<i>Availability of qualified school district staff to work in childcare (e.g. CUPE EA)</i>	<i>Access to staff employed in our district</i>
	<i>Additional responsibility on district HR to recruit &amp; retain qualified childcare staff</i>	<i>Consistent relationships between the school &amp; before &amp; after school childcare provider</i>	<i>Maintaining program operations while schools are not in session</i>	<i>Continuity of relationships from school to out of school childcare</i>
	<i>Providing adequate &amp; ongoing training/ professional development opportunities for before &amp; after school childcare staff</i>	<i>Philosophical alignment with school/childcare &amp; Ministry of Education Early Learning Framework</i>	<i>care for vulnerable/special needs kids</i>	<i>SD41 experience &amp; expertise operating community programs</i>
	<i>space issues</i>	<i>chance to add more childcare spaces</i>	<i>salary differentiations</i>	<i>Dedicated portables for childcare</i>
	<i>cost to families</i>	<i>continuity &amp; support for all students</i>	<i>sustainability long-term</i>	<i>seamless transition to/from before &amp; after school program</i>
	<i>salary differentiations</i>			<i>continuity &amp; support for all students</i>
	<i>not education mandate</i>			

Consultation Data

	challenges	opportunities	gaps	strengths
Child Care Resource Group	<ul style="list-style-type: none"> <li>- budgets are really low on proposed budget</li> <li>- qualified staff &amp; staff retention</li> <li>- wage equity</li> <li>- staff poaching</li> <li>- philosophy of out-of-school program &amp; school programs</li> <li>- training important!</li> <li>- whole group</li> <li>- operating on Pro-D days/breaks etc.</li> </ul>		<ul style="list-style-type: none"> <li>- Pro-D day</li> <li>- spring/summer breaks</li> <li>- inaccurate</li> </ul>	
District Community Schools	<ul style="list-style-type: none"> <li>- boundaries/roles/ responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>- new hired staff that are connected with the</li> </ul>	<ul style="list-style-type: none"> <li>- assessment process does not necessarily include all</li> </ul>	<ul style="list-style-type: none"> <li>- improve flow for child</li> <li>- existing connections to students/adults</li> </ul>

Advisory & Coordinating Committee	<ul style="list-style-type: none"> <li>- shift of school district responsibilities</li> <li>- shift of mandate of the district</li> <li>- budget cut item?</li> <li>- entering a whole different realm for education mandate</li> <li>- management &amp; admin very heavy</li> <li>- longer timeline</li> <li>- staff</li> </ul>	<p>school expectations &amp; philosophy/goals</p> <ul style="list-style-type: none"> <li>- additional hours opportunities for EAs to work in childcare centres</li> <li>- high school students/ work experience</li> <li>- stronger community connections</li> <li>- use of existing staff (e.g. EA or other union staff)</li> </ul>	children (i.e. special needs)	<ul style="list-style-type: none"> <li>- additional flex space to provide programming during the day between before &amp; after school care hours</li> <li>- can have more control over operations</li> <li>- cohesive with overall childhood experiences</li> <li>- stronger labour force due to increased benefits for employees</li> </ul>
Early Childhood Development Table	<ul style="list-style-type: none"> <li>- childcare fees increased? (due to EA wages)</li> <li>- training days for staff</li> <li>- childcare &amp; Out-of-School Time very different</li> <li>- time &amp; energy for something that is not education!</li> <li>- conflict with community partner relationships</li> <li>- wage (parody) EA &amp; ECE</li> <li>- staff 'stealing' &amp; different opportunities for staff</li> </ul>	<ul style="list-style-type: none"> <li>- if shortage of childcare personnel district can access staff</li> <li>- district runs the operation but 'hires' the provider to do the programming</li> </ul>	<ul style="list-style-type: none"> <li>- Pro-D days &amp; summer break</li> <li>- childcare (should be) under of Ministry of Education</li> </ul> <p>*Ministry of Children &amp; Family Development (MCFD) has 53 childcare pilot projects under evaluation - where will it land? Ministry of Education or MCFD?</p>	<ul style="list-style-type: none"> <li>- seamless process (EA, childcare, afterschool)</li> <li>- possible better continuity for kids</li> <li>- well-tailored activities</li> <li>- childcare &amp; Out-of-School Time programming could work well together</li> </ul>

EDI/MDI ZONE - BURNABY HEIGHTS				
	challenges	opportunities	gaps	strengths
CAPITOL HILL ELEMENTARY	<ul style="list-style-type: none"> <li>- recruitment of staff may be a problem</li> </ul>	<ul style="list-style-type: none"> <li>-competitive compensation for EAs needs to be studied/evaluated as they now affect both before/after &amp; core hours</li> <li>- training (childcare)</li> </ul>	<ul style="list-style-type: none"> <li>- Pro-D days?</li> <li>-EAs are not available on Pro-D days</li> <li>-summer/spring/ winter breaks?</li> </ul>	<ul style="list-style-type: none"> <li>- more fluidity between the before/afterschool &amp; the school</li> <li>- communication is better between staffs</li> <li>- special needs children have the consistency (stability)</li> <li>- staff would be able to work at one site (often EAs have a second job)</li> <li>- qualified staff (over outside provider)</li> </ul>

CONFED. PARK ELEMENTARY	<ul style="list-style-type: none"> <li>- staffing schedules of EAs are used</li> <li>- wouldn't like to see EAs leave school early in afternoon</li> <li>- longer days for EAs - problem?</li> <li>- absence rates of EAs &amp; coverage for EAs when absent - concern</li> </ul>	<ul style="list-style-type: none"> <li>- have relationships with students already</li> <li>- have relationships with staff</li> </ul>	<ul style="list-style-type: none"> <li>- not enough EAs</li> </ul>	<ul style="list-style-type: none"> <li>- could be cheaper for district &amp; parents - possibly</li> <li>- very experienced staff</li> <li>- increased community involvement with school (parents can build relationship with school)</li> <li>- school board is more in tune with childcare requirements</li> </ul>
GILMORE COMMUNITY	<ul style="list-style-type: none"> <li>- location on school property</li> <li>- loss of potential playground/field space</li> <li>- permitting?</li> <li>- max capacity of 2 portables may be insufficient to meet demand</li> <li>- timing to ensure access to funding</li> </ul>	<ul style="list-style-type: none"> <li>- self-contained not-for-profit lowers impact on school admin</li> <li>- could be venue for other programming (early learning, summer, spring, winter, Pro-D)</li> <li>- school not required to be open to operate</li> <li>- potential to decrease burden on space/ maintenance during summer</li> <li>- plan PAC funded playground upgrade could provide opportunity for cost efficiencies in site prep</li> </ul>	<ul style="list-style-type: none"> <li>- time</li> <li>- many families from Gilmore are in crisis for care now</li> <li>- many are facing challenge for 2019/2020 school year</li> </ul>	<ul style="list-style-type: none"> <li>- support community &amp; families</li> <li>- build out community connections, especially with early learning</li> <li>- willing to partner with other school/cross-catchment support</li> <li>- as community school - provision of care &amp; additional family programming are a perfect collaboration with the vision</li> <li>- community office is great on-site bridge between district/school &amp; community</li> <li>- conversations with the province indicate funding may be available</li> </ul>
ROSSER ELEMENTARY	<ul style="list-style-type: none"> <li>- lots of research needed district has no history with this</li> <li>- potentially pulling resources/time away from focus on K-12 education</li> <li>- have we consulted with EAs to see if this is of interest?</li> <li>- are there other staff who would be interested?</li> </ul>	<ul style="list-style-type: none"> <li>- provide more hours for EAs</li> </ul>		<ul style="list-style-type: none"> <li>- wealth of knowledge</li> <li>- relationships - investing in your community</li> <li>- financially more viable as opposed to private</li> <li>- potentially avoids split shifts that are difficult to staff</li> </ul>

	challenges	opportunities	gaps	strengths
ARMSTRONG ELEMENTARY		<ul style="list-style-type: none"> <li>- currently have seismic upgrade portables onsite</li> <li>- seismic project due to complete Sep 2019</li> </ul>	<ul style="list-style-type: none"> <li>- dual income families who require childcare are requesting before &amp; afterschool care</li> </ul>	<ul style="list-style-type: none"> <li>- children in our school's catchment that need before &amp; afterschool care can attend their own catchment school if service is provided</li> <li>- (currently some leave our catchment school because before &amp; afterschool care not available)</li> <li>- affordability for families for before &amp; afterschool care</li> </ul>
BUCKINGHAM ELEMENTARY	<ul style="list-style-type: none"> <li>- not sure that there is additional space to fit portable onsite</li> <li>- we have 4 with classrooms already</li> </ul>			
MORLEY ELEMENTARY	<ul style="list-style-type: none"> <li>- retention/keeping/training</li> <li>- expensive</li> <li>- so much capital projects already needed in district</li> <li>- using existing resources</li> <li>- budgets change; governments change - stability</li> </ul>	<ul style="list-style-type: none"> <li>- if EAs working, more staff &amp; availability</li> <li>- Burnaby's philosophy would be adopted</li> <li>- consistent across city</li> <li>- sense of inclusion, students with needs</li> </ul>		

EDI/MDI ZONE - DUTHIE/GOVERNMENT ROAD				
	challenges	opportunities	gaps	strengths
WESTRIDGE ELEMENTARY	<ul style="list-style-type: none"> <li>- finding staff in your own school</li> <li>- training</li> </ul>	<ul style="list-style-type: none"> <li>- stable jobs/additional hours</li> <li>- increased commitment to the jobs/less transience of staff</li> </ul>	<ul style="list-style-type: none"> <li>- available portables</li> <li>- new/pilot</li> <li>- training session availability</li> </ul>	<ul style="list-style-type: none"> <li>- staff know the students</li> <li>- <u>safety</u>/comfort</li> </ul>

EDI/MDI ZONE - METROTOWN/DEER LAKE				
	challenges	opportunities	gaps	strengths



BRANTFORD ELEMENTARY	<ul style="list-style-type: none"> <li>- district will have to take on extra training for EAs</li> <li>- cost to end user</li> <li>- unionized employees/EA</li> </ul>	<ul style="list-style-type: none"> <li>- incorporate EAs</li> <li>- EA can work with other kids</li> <li>- meet school demand for childcare</li> <li>- extra space for school to use during the day</li> </ul>	<ul style="list-style-type: none"> <li>- specialized program priority if you have childcare in the catchment, you move up in priority</li> <li>- EA working long hours</li> </ul>	<ul style="list-style-type: none"> <li>- access to space</li> <li>- control of space</li> <li>- addresses childcare need</li> <li>- consistency</li> <li>- district standards</li> <li>- timely</li> </ul>
MAYWOOD COMMUNITY	<ul style="list-style-type: none"> <li>- cost of employee will be higher</li> <li>- blurring responsibilities</li> </ul>			<ul style="list-style-type: none"> <li>- high quality programming</li> </ul>

EDI/MDI ZONE - NORTHEAST BURNABY				
	challenges	opportunities	gaps	strengths
CAMERON ELEMENTARY	<ul style="list-style-type: none"> <li>- potential job action holiday closures, summers, Pro-D</li> <li>- potential blurred line between supervision/friend relationship</li> <li>- space availability</li> <li>- securing funding</li> <li>- loss of green/play space</li> <li>- space constraint an issue for all!</li> </ul>	<ul style="list-style-type: none"> <li>- new space therefore not competing for existing class/flex spaces</li> <li>- explore alternative space supply model: tilt-up, school within residential tower, access to amenities</li> <li>- build new Cameron with provisioning for addition of second level add-ons in <u>future</u></li> </ul>	<ul style="list-style-type: none"> <li>- qualified staff availability</li> <li>- provider competing for qualified staff</li> </ul>	<ul style="list-style-type: none"> <li>- stability of service - effort invested to pursue application &amp; qualify</li> <li>- maintain service outside of regular school service periods (holidays, summer)</li> <li>- potential non-union members to reduce risk of job action</li> <li>- scalable limited by available space</li> </ul>
FOREST GROVE ELEMENTARY	<ul style="list-style-type: none"> <li>- land would have to be cleared to accommodate</li> <li>- does not include 0-5 year olds</li> <li>- building space (environmental issues)</li> <li>- currently a park space</li> <li>- city owned land</li> <li>- replacing an existing business (The Grove)</li> <li>- would be ideal to have The Grove remain in conjunction with a new provider in new facility</li> <li>- topography of land</li> </ul>	<ul style="list-style-type: none"> <li>- additional space</li> <li>- room for growth</li> <li>- employment (new jobs)</li> </ul>	<ul style="list-style-type: none"> <li>- funding</li> <li>- long term project</li> <li>- only includes before &amp; after &amp; not 3-5 year olds</li> </ul>	<ul style="list-style-type: none"> <li>- more jobs opportunities for EAs</li> <li>- continuity for EAs</li> <li>- quality of care</li> <li>- more space</li> </ul>

STONE CREEK COMMUNITY	<ul style="list-style-type: none"> <li>- waitlist transfer?</li> <li>- length of time to implement</li> <li>- Pro D days?</li> <li>- bylaws</li> <li>- licencing</li> <li>- feasibility</li> <li>- staffing?</li> </ul>	<ul style="list-style-type: none"> <li>- educated staff in appropriate field</li> <li>- inside knowledge to future growth</li> </ul>	<ul style="list-style-type: none"> <li>- enough EAs to staff?</li> <li>- staff burnout?</li> <li>- space for care</li> <li>- can staff be non-union?</li> <li>- can staff be union &amp; not EA? (i.e. secretary)</li> <li>- application process</li> </ul>	<ul style="list-style-type: none"> <li>- EAs know children already</li> <li>- knowledge of location, logistics, safety</li> <li>- more connection between staff &amp; students</li> </ul>
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EDI/MDI ZONE - SOUTH BURNABY				
	challenges	opportunities	gaps	strengths
CLINTON ELEMENTARY	<ul style="list-style-type: none"> <li>- who would schedule/manage the program? staffing?</li> <li>- would still be long wait for portables &amp; take quite a while to organize</li> <li>- would Nelson &amp; Glenwood still walk up?</li> <li>- where would the portables go?</li> </ul>		<ul style="list-style-type: none"> <li>- do other schools still walk up?</li> </ul>	<ul style="list-style-type: none"> <li>- having EAs possibly staff the before/afterschool care would give them more hours &amp; would provide fully trained staff for the daycares</li> </ul>
GILPIN ELEMENTARY	<ul style="list-style-type: none"> <li>- space</li> </ul>	<ul style="list-style-type: none"> <li>- EA staffing - great bonus to retain staff</li> <li>- strengthen relationships with students</li> </ul>		<ul style="list-style-type: none"> <li>- level of support is consistent with Burnaby schools</li> <li>- students can attend home school</li> </ul>
SOUTH SLOPE ELEMENTARY	<ul style="list-style-type: none"> <li>- space</li> </ul>	<ul style="list-style-type: none"> <li>- staffing (EAs)</li> </ul>		<ul style="list-style-type: none"> <li>- students attending school could stay in similar location</li> </ul>

EDI/MDI ZONE - SOUTHEAST BURNABY				
	challenges	opportunities	gaps	strengths

EDMONDS COMMUNITY	<ul style="list-style-type: none"> <li>- building staff capacity or hiring the right director for program</li> <li>- pay equity within highly subsidized area</li> </ul>	<ul style="list-style-type: none"> <li>- EAs would be able to take care of our special needs children as they are already qualified to do so</li> <li>- low capitol cost to create licenced space within share non-enrolling space</li> </ul>	<ul style="list-style-type: none"> <li>- care for kids with special needs</li> <li>- the ability to focus on vulnerability list</li> <li>- Pro-D days not covered</li> </ul>	<ul style="list-style-type: none"> <li>- building capacity of parents</li> <li>- affordable childcare for our special needs &amp; single parent families</li> <li>- qualified staff</li> <li>- parallel learning goals</li> <li>- able to focus on vulnerability</li> <li>- already have a connect worker to help with subsidy application</li> </ul>
STRIDE AVENUE COMMUNITY	<ul style="list-style-type: none"> <li>- would it be set standard of price?</li> <li>- timeline</li> <li>- cost for parents</li> </ul>	<ul style="list-style-type: none"> <li>- engaging high school students/high school spaces - build capacity</li> <li>- aligning/expanding early learning initiatives pre-K</li> </ul>	<ul style="list-style-type: none"> <li>- CUPE union</li> <li>- lack of precedent - higher risk?</li> </ul>	<ul style="list-style-type: none"> <li>- EAs continue into out-of-school hours - continuity for students</li> </ul>

EDI/MDI ZONE - WEST BURNABY				
	challenges	opportunities	gaps	strengths
CHAFFEY- BURKE ELEMENTARY	<ul style="list-style-type: none"> <li>- portable on site</li> <li>- salary differentiations</li> </ul>	<ul style="list-style-type: none"> <li>- possible extra employment opportunity for EAs and connected workers, etc.</li> </ul>	<ul style="list-style-type: none"> <li>- feasibility site analysis</li> </ul>	<ul style="list-style-type: none"> <li>- located at our school</li> </ul>
DOUGLAS ROAD ELEMENTARY	<ul style="list-style-type: none"> <li>- application process</li> <li>- finding space - possible bottom corner at front</li> </ul>	<ul style="list-style-type: none"> <li>- daycare &amp; school to be continuity of expectations, beliefs &amp; values</li> <li>- more seamless</li> <li>- possibilities to be a "hub" &amp; share with Gilpin</li> <li>- possibly design it to accommodate a "StrongStart" component</li> </ul>	<ul style="list-style-type: none"> <li>- currently don't have a StrongStart</li> <li>- staffing issues exclude kids with special needs</li> </ul>	<ul style="list-style-type: none"> <li>- continuity of support for students with special needs if school EA also works in daycare</li> <li>- free up classroom space</li> </ul>

EDI/MDI ZONE - WILLINGDON HEIGHTS				
	challenges	opportunities	gaps	strengths
BRENTWOOD PARK ELEMENTARY	<ul style="list-style-type: none"> <li>- plan is for additional portables for school use - this would be an additional portable - reduce space of school grounds</li> <li>- length of time to get operational</li> </ul>	<ul style="list-style-type: none"> <li>- proximity to City of Burnaby land</li> <li>- pending addition to the school - 7 classrooms &amp; expanded gym</li> <li>- opportunities to re-think the whole site at Brentwood Park</li> <li>- add multipurpose space during the day - childcare before &amp; after school</li> </ul>	<ul style="list-style-type: none"> <li>- increased enrolment is anticipated - this will bring increased need for childcare</li> <li>- 1 portable (additional) for childcare would not be sufficient</li> </ul>	<ul style="list-style-type: none"> <li>- currently we have space on our school site to house portables (strength &amp; challenge)</li> <li>- model that mixes out of school care with preschool programs can work well at this school</li> </ul>

## CONSULTATION ADDITIONAL COMMENTS

### BURNABY HEIGHTS - GILMORE

- survey by Gilmore PAC (Jan 2018) 42% response rate: 86/118 favoured care on premises; 28% felt no other choice
- so there is significant current care crisis for Sep 2019
- onsite non-profit partner could provide additional services consistent with the district community school mandate (i.e. early learning opportunities)
- care onsite at Gilmore may relieve waitlist pressure from 3 other private care providers
- letter from Gilmore Community Council to request that the Board give priority consideration to Gilmore as a site for out-of-school care serving students who attend Gilmore, Rosser and Confederation Park

### BURNABY HEIGHTS - CONFEDERATION PARK

- hybrid program - run before/after school program in schools which have space until capital projects are confirmed
- we have surveyed the parent population - we have identified need but haven't written a formal request for consideration to the district for childcare of school age children
- our needs become more to light after receiving the 3-5 year olds childcare (i.e. people were asking "why not school age supports/childcare?")
- two past providers (i.e. Puddle Jumpers & Bright Star) used to service Montecito but had enough children from Westridge & Sperling so stopped providing us service

### BURNABY LAKE - BUCKINGHAM

- Buckingham may be better serviced for childcare by bus to a nearby school (e.g. Morley)
- could high schools students provide childcare staffing support?
- Buckingham needs more consultation to determine need for before/after school care
- Buckingham area seems to be well serviced for 0-5 childcare options
- can we provide outdoor options for after school care (with indoor gym flex space)?
- older grades need different programming than the younger grades (e.g. homework support, purposeful)

### BURNABY LAKE - MORLEY

- have more consultations
- cross city: analyze similar processes in place; PROs/CONs; analysis & feedback
- historical review: now decided in past
- cross provincially: has there been a similar project/study in another province?

### DUTHIE/GOVERNMENT ROAD – MONTECITO

- we have surveyed the parent population & have identified need but haven't written a formal request for consideration to the district for childcare of school age children
- our needs came more to light after receiving the 3-5 year olds childcare (i.e. people were asking "why not school age supports/childcare?")
- past providers (Puddle Jumpers, Bright Star) used to service Montecito but had enough children from Westridge & Sperling so stopped providing service
- 58% of parents surveyed want before & after school care
- urgent need for childcare
- lack of non-home based childcare in the catchment area
- believe that the school site can handle a childcare portable & PAC is supportive

### DUTHIE/GOVERNMENT ROAD - SEAFORTH

- if Seaforth is a 'full replacement' for seismic, we should be considered for daycare space in the 'new' building
- Charles Rummell/City
- 92% of 113 families surveyed say there is a need for more group childcare options
- 84% of families say they need more childcare options
- 88% of families say they would consider using on-site childcare over current arrangements
- 98% of families say they need childcare for school-aged children

- pressing & urgent need for childcare
- lack of **quality** group childcare in the catchment area

#### DUTHIE/GOVERNMENT ROAD - SPERLING

- we have no space but would benefit from a school close by to have a space
- we would need transportation to and from our school
- significant number (35%) of our children have parents that work at SFU

#### METROTOWN/DEER LAKE - MAYWOOD

- possibility of drop-in
- how do we support newcomers who are needing support and access

#### NORTHEAST BURNABY – LYNDHURST

##### Challenges:

- waitlists (more recent issue as many have been able to get in past years)
- hard to find preschool daycare

problem with Burquitlam Daycare is that they are not able to find staff and/or staff turnover is high

##### Positives:

- Dawn who runs the daycare is great - good with kids, flexible about taking extra kids in 'emergencies' as long as it doesn't put her over in numbers
- very convenient to have the daycare right in the school

#### NORTHEAST BURNABY - STONEY CREEK

- how do schools get prioritized for future portables?
- how is the waitlist going to work?
- do providers know that there is funding available?
- Stoney Creek currently has 157 kids on the YMCA waitlist, turn over for the program averages 305 kids per year max
- letter from parent expresses concerns of their child (K) being #54 on the waitlist & only moving up 3 spots during one year & the challenges of finding consistent alternative options for before/after school care (stressful on child & family)

#### NORTHEAST BURNABY - UNIVERSITY HIGHLANDS

- consideration of \$10/day to co-use K & Gr 1 classrooms to eliminate need for spaces of children aged 5-6
- use of outdoor space on a daily basis & house property securely in school
- at UHE use community space which has access to kitchen/washrooms
- impacts Parks & Rec use of space
- explore options at UHE to use the Parks & Rec dedicated space
- ELL Room at UHE could accommodate possibly 10 children

#### SOUTH BURNABY - CLINTON

- concern about the distance Nelson students have to travel to get to afterschool care
- the need to take a bus over

#### SOUTH BURNABY - GLENWOOD

- Glenwood does not have a site available for a portable nor does it have space within the school for a childcare space

#### SOUTHEAST BURNABY - EDMONDS

- at the end of grant cycle for BNH Friendship Club
- Canada Scores is reducing service for summer camp

#### SOUTHEAST BURNABY - STRIDE AVENUE

- priority placement for families with parents who are working - frustration with parents who are not working but are taking childcare spaces because of available subsidies
- process of yearly re-enrolling?
- limit of age before eligible for waitlist?

- certain number of "urgent" spots held back (similar to "same day" doctor appointments)

#### WEST BURNABY - CASCADE HEIGHTS

- you can only get to the proposed daycare centre through a one-way alley
- parking & dropping off are already beyond available capacity given current & future plans for the school
- our intermediate kids need the field!
- parking zoning around the school is mainly residents only - there is no "kiss & ride" or way to drop off children safely
- we are a commuter school (FRIMM) with a lot of drivers
- neighbours will be alarmed by limited access to their home via the alley - gridlock
- no traffic control allowed
- put second level over current school
- hub model for portables - move to Inman
- option 6 (Capitol Project SD41 Operated Centre) liability to tax payers
- options 1-5 not affecting tax payers per se but affects spaces though Ministry subject to whim of current government provincial & federal

#### WEST BURNABY - CHAFFEY-BURKE

- many Chaffey-Burke parents cannot go back to workforce due to the reason that no childcare space is available in our area
- parents often use afterschool programs as childcare opportunity
- many of our families in Canada without extended family support to provide childcare

#### WEST BURNABY - INMAN

- shared childcare facility with Cascades
- Inman is close to Cascades
- Inman share families currently - Gr1-3 French, Gr 4-7 French at Cascades
- Cascades has a larger land space to have portables
- Inman has 3/4 of its school population primary

#### WILLINGDON HEIGHTS - AUBREY

- high school spaces for before & afterschool care?
- opportunities for high school students to show leadership; get work experience; get volunteer hours; work as 'assistants' for lower wages
- new constructions - require developers to create dedicated childcare spaces
- use multipurpose/party rooms in townhouse complexes & condo buildings used for childcare
- church spaces - generally not used during the day (weekdays)

#### WILLINGDON HEIGHTS - KITCHENER

- 11-50 waitlist and expected to grow given recent condo developments - families may look elsewhere at schools with more space available
- if childcare is taken away from our school site, many families (dual income) would result in 1 caregiver to reduce work, leading to reduced income, and leaving district area
- school is receiving inquiries from incoming residents about childcare - lots of residents coming into Solo District, and new Escala & Triomphe - waitlist will likely exceed 50+ in the next year or 2

#### WILLINGDON HEIGHTS - PARKCREST

- outstanding issue with respect to all options is space
- confirmation we are able to space increase due to potential seismic upgrades
- another hub created elsewhere - i.e. Aubrey (because Parkcrest currently shares with Aubrey)
- community based centre on city grounds in park area (park area is used very lightly) would service Aubrey

Appendix 3 – Community and Continuing Education Program Plan



The vision of the new development is a childcare site to provide accessible, affordable and quality childcare, in conjunction with the training site for Early Childhood Educators and School Age Child Care Practitioners.

### **Project Summary**

Our school district is engaged in diverse community partnerships through Early Learning Programs and with Burnaby Family Life. To further this commitment to our vision, we propose to open a facility serving infants and toddlers, children ages three to five, and school age children in the same building in which our Early Childhood Education training program will take place. Partnerships and relationships between these different programs will promote best practices amongst all services.

Refer to the “Feasibility Study – Before and After School Child Care”:

[https://burnabyschools.ca/wp-content/uploads/2019/03/FeasibilityStudy\\_Childcare\\_20190313.pdf](https://burnabyschools.ca/wp-content/uploads/2019/03/FeasibilityStudy_Childcare_20190313.pdf)

#### **6.0 Community Demographics, including Inclusive Practices**

Our programs value and support inclusion. We are aware of the needs that families face when finding inclusive childcare. Often families are rejected based on their children’s exceptionalities due to the lack of trained and certified early childhood educators, and public misconceptions about inclusion.

Burnaby is diverse with many families new to the community. Our students also represent many cultures and languages and some of them work in centres with children who are English Language Learners while their parents receive English learning and other support. The BCCECE Program is committed to family partnerships and our broad spectrum of cultures amongst the staff and students supports such relationships.

#### **7.0 Staffing Plan, including Ongoing Professional Development, Qualification, and Programming and Curriculum**

Our Burnaby Community and Continuing Early Childhood Education (BCCECE) Program is a registered program with the Child Care Branch/ECE Registry from the Ministry of Children and Families. As well as the Basic ECE program, we also offer Post Basic Diploma Programs: Infant and Toddler Diploma and Inclusive Practices Diploma. The Registry approves and issues certificates to practice.

The BCCECE Program is recognized in the community as producing students who have the ability to care for, and guide, children in ways that support their growth and development. Because our program has been inspired by the schools of Reggio Emilia for more than twenty-five years, our graduates have a passion and commitment to providing environments and curriculum that is responsive to the young child’s needs and interests. The BCCECE Program promotes a vision of childcare environments that are safe and caring, and are places of rich meaningful experiences that enable children to reach their full potential. We would hope to share this approach with other partners. All of the teaching staff have extensive experience working directly with children, and also teaching adults. In the past, through BCCECE, various staff have offered workshops and/or short courses of ten hours in the areas of Responsive Curriculum, Guiding Young Children, Music, Developing Curriculum Through Stories, Using the BC Early Learning Framework, Inclusion, and Incorporating Indigenous culture. There is a strong commitment of our program to provide ongoing

professional development to the field. We would be able to offer our knowledge as well as reference books and actual materials to the childcare programs.

As noted above, the BCCECE staff have extensive expertise on a variety of topics. As well they have experience in supporting students on practicum in a variety of centres. They have an understanding of how to mentor students to grow and learn, and to meet the challenges they encounter in their placements.

Some of our instructors have taken this experience further and have become pedagogical advisors to childcare organizations. It has become clear that their role is crucial in supporting educators in the field to enhance their abilities. There is a movement in the ECEBC field to develop and train pedagogical advisors who will work with centres. Educators come together in communities of practice where they meet, reflect, discuss issues and study relevant readings under the guidance of a pedagogical advisor. We would like to propose that the new development for the childcare site should be in the forefront of this movement and have a pedagogical advisor be part of the staff.

The Early Childhood Educators at the new site will have access to ongoing support and training including their BC ECE Certificate to Practice renewal. We would require strong commitment to personal growth, an interest in the Reggio Inspired Philosophy and Responsive Curriculum approach. Documentation will be regularly used as a communication tool.

The goal for School Age Childcare Practitioner minimum qualification is Responsible Adult Certificate, but it would be our goal to support completion of the BCCE Training for School Age Childcare Practitioners. The program would include practicum placement at licensed group school age settings (this program is under development.)

We have been working with all levels of students and seeing successful ECE graduates that are valued within the ECE childcare field. Our graduates work as educators in daycare settings or pre-school centers with children aged 3-5. Many graduates have found work in StrongStart and Family Place programs. The goal for us is to mentor students and future teachers for childcare programs.

Our ECE training program is connected with Good Beginnings that is being taught through Burnaby Community and Continuing Education. We promote this program for family childcare providers. This program is considered a stepping stone and majority of the students, after they successfully complete Good Beginnings, enrol into our ECE Assistant supportive courses. From our experience the majority of students get admitted into ECE Basic Certificate Program, followed by the Infant Toddler and Inclusive Practices Diploma specialities.

Program Ratio Number of Children	Number of Educators Position Title	Qualifications	Key Responsibilities
<b>Infant/toddler Group Daycare</b> (4:1 ratio)  12 Children	<b>4 FTE</b> Infant and Toddler Educators  Consideration for some ECE Basic Certificate and ECE Assistant positions	ECE Post-Basic Diploma Valid BC Infant and Toddler Certificate to Practice Clear criminal record check Current First Aid Food Safe Certification The goal would be to support the educators to complete basic certificate program through BCCE ECE Program, and to support continuing studies for educators to achieve Infant and Toddler and Inclusive Practices Diplomas through BCCE ECE Program and to obtain ECE BC Special Needs Certificate to Practice through BC ECE Registry	Strong knowledge of childcare regulations and ability to follow SD41 Program Policies and Procedures  Adhering to the BC ECE Code of Ethics  Daily classroom set up, curriculum planning, implementing a child and family centred approach  Supporting children's natural learning and providing nurturing, inclusive and safe environment  Able to recognize and value ordinary moments, documentation sharing with families
<b>Preschooler Group Daycare</b> (8:1 ratio)  25 Children Inclusion Spaces Consideration	<b>4 FTE</b> Early Childhood Educators  Consideration for some ECE Assistant positions	ECE Basic Certificate Valid BC ECE Certificate to Practice Minimum qualification ECE Assistant Clear criminal record check Current First Aid Food Safe Certification The goal would be to support the educators to complete basic certificate program through BCCE ECE Program, and to support continuing studies for educators to achieve Inclusive Practices Diplomas through BCCE ECE Program and to obtain ECE BC Special Needs Certificate to Practice through BC ECE Registry.	Strong knowledge of childcare regulations and ability to follow SD41 Program Policies and Procedures  Reflective Practice and Reggio inspired philosophy and approach  Maintaining respectful pedagogical dialogues within the team

Program Ratio Number of Children	Number of Educators Position Title	Qualifications	Key Responsibilities
<b>School Age Group</b> (1:12 ratio Kindergarten to Grade 1)  (1:15 ratio Grade 2 to Grade 7 up to the age 12)  30 – 40 spaces could be available depending on floor plan and measurements for school age areas	<b>4 to 5 FTE</b> School Age Child Care Practitioners  Consideration for some ECE Assistant positions	Responsible Adult and/or ECE BC Assistant Certificate to Practice  Clear criminal record check  Current First Aid and Food Safe Certificate  Experience of Working with School Age  The goal would be to support the educators to complete BCCE Training for School Age Child Care Practitioners (200 hours). Part of this training would support the practitioner's application for the ECE Assistant Certificate to practice through ECE BC Registry.	Strong knowledge of childcare regulations and ability to follow SD41 Program Policies and Procedures  Reflective Practice and Reggio inspired philosophy and approach,  Planning and implementing a range of group experiences for multiage group 5 and 12-year-old indoors and outdoors  Ensure a healthy and safe environment in which all children can interact and grow in confidence, self-esteem, physically, socially and intellectually  SD41 Feasibility Study Before and After School Child Care Document, Includes SD41 Operated Cost Model Appendix "E", page 33
<b>Childcare Central Office</b>	1 FTE Childcare Coordinator		Leadership, administration of childcare policies and procedures
<b>All Programs</b>	1 FTE Pedagogical Advisor	We would like to propose that the new child care site should be in the forefront of this movement and have a pedagogical advisor be part of the staff	Advise all programs on curriculum development and long-term inquiry projects
<b>Central Kitchen</b>	1 FTE or Part Time Cook Position	Food Safe Certificate Current criminal record check Written verification of health  Experience related to cooking for young children  ECE Assistant Certificate to practice would be an asset for casual/substitute work opportunities in the daycare or group school age settings	Deliver and provide nutritious meals, am snacks, lunches, pm snacks in accordance with the Canada Food Guide and menu planning for young children  Ability to receive food orders and store food in accordance to food safety standards

Room #	<b>Consideration for Floor Plan</b> <a href="http://www.vch.ca/documents/design-resource-for-child-care-facilities.pdf">http://www.vch.ca/documents/design-resource-for-child-care-facilities.pdf</a>	
<b>Room # 204/205</b> <b>Infant/toddler Program</b> (4:1 ratio)	<p><b>Considerations:</b></p> <p>Washrooms accessible and space for one or two toilets, change table, deep sink, hand sinks and individual storage for diapers</p> <p>Possibility to connect through the wall of the two existing washrooms</p> <p>Windows for children to see out of the room</p> <p>Nap room possible connection #205/#204 through the wall. Must accommodate storage space for mats and cribs if there would be younger children</p> <p>Kitchen/area for serving snack</p> <p>Access outdoors – safety issues driveway, possible patio for IT space</p> <p>Storage and space for strollers</p> <p><b>Indoor Activity Spaces:</b></p> <p>Activity Room</p> <p>Table/Art Area</p> <p>Reading, Quiet Reading Cozy Corner</p> <p>Open Area for Other Activity Settings</p> <p>Gross Motor/Nap</p> <p><b>Support Spaces:</b></p> <p>Cubby, Kitchen Storage</p> <p>Handicapped Accessible Staff W/C</p> <p>Parent's Room Staff Office</p> <p>Laundry/Janitorial</p>	<p><b>Follow Through:</b></p> <p><b>Central kitchen – ongoing operating cost?</b></p> <p>Meal Program? If yes, there would be a need for central kitchen and part-time position</p> <p>5 hours</p> <p>If not, each room must have kitchen area for meal prep/dishwasher</p> <p>Consult with <b>Fraser Health Licensing for</b> guidelines on safe and easy access to outdoor space and space measurements to indicate the exact ratio and capacity</p>
<b>Room #207a/207</b> <b>3-5 Program</b> (8:1 ratio)	<p>Nap room 207, or possibly washrooms</p> <p>207 b storage, or possibly washrooms</p> <p>Washroom on site must be readily accessible to room</p> <p>Access procedures/plan to outdoors – covered outdoor and open outdoor</p> <p><b>Indoor Activity Spaces:</b></p> <p>Dedicated Art Area (wet messy)</p> <p>Table Area, Quiet Activity Setting, Gross Motor/Nap Room</p> <p>Storage with Large Motor/Nap Room</p> <p><b>Support Spaces:</b></p>	<p>Sprinklers (building Code)</p> <p>Fraser Health</p> <p>Consult with <b>Fraser Health Licensing for</b> guidelines on safe and easy access to outdoor space and space measurements to indicate the exact ratio and capacity</p>

	Kitchen space, art sink in room, nap room with storage for beds/blankets, parent room Cubby space	
<b>Room # 223/222 Child Care Office Space</b>	Could be potential office for Childcare Coordinator and ECE Educators - Staff Room	Connect room # 223/222 through the wall  <b>Will there be Central Space for Dishwashers? Laundry Space</b> (washer and drier)
<b>Multipurpose Room 222</b>	Possible activity room for the childcare program (library, art, music and movement room)	Actual Ratio and the Room Capacity Depends on needs of the licensing requirements for childcare spaces Consult with Fraser Health
<b>Room # 250 School Age Group Program</b> (1:12 ratio K-Grade) (1:15 ration Grade 2 to Grade 7 up to the age 12)  <b>Room 252 Quiet reading setting?</b>	Indoor Activity Spaces Support Area Outdoor Area  Refer to the following link for more details <a href="https://burnabyschools.ca/wp-content/uploads/2019/03/FeasibilityStudy_Childcare_20190313.pdf">https://burnabyschools.ca/wp-content/uploads/2019/03/FeasibilityStudy_Childcare_20190313.pdf</a>	Measurements of the space are needed to indicate the exact capacity
<b>Room # 251 Child Care Central Kitchen?</b>	<b>Central kitchen – ongoing operating cost?</b> Meal Program? If yes, there would be a need for central kitchen	FOOD Permit

## **1. Connection to Fraser Health Childcare Licensing**

Was there a site visit for preapproval discussion with Fraser Health? If yes, is there any report available for review to support the application process?

If not, walk through would be necessary as soon as possible for preapproval and application for childcare program license through Fraser Health.

Some of the following areas need to be addressed: accessible washrooms attached to each room; easy access outdoors; central kitchen security procedures as the main hallways will be accessible and shared with Community and Continuing Education.

Do we have **The Start up Package for Childcare** through Fraser Health? If not, can we order the document through Fraser Health? The cost may be approximately \$90. This document includes necessary information for the site development in order to meet child care licensing requirements and regulations.

## **2. Floor plan for Marian Site**

Who can provide the floor plan measurements for the potential childcare spaces at Marian Site?

Part 4.0 of the application requires plans and **conceptual drawings that must include square m/ft**. This is required by MCFD for capacity approval for new spaces that we propose to create for the Group Child Care (under 36 months), Group Childcare (30 months to school age) and Group Child Care (school age).

The floor measurements in square meters will help us to indicate the staff ratio for all programs.

## **3. Following are the areas that need more clarity to support the application for funding. Please refer to the MCFD Application Form CF1325 (19/06)**

### **Part 1.0 of the application requires information for the project confirmation:**

Who will be operating the childcare? School District Early Learning Program? Partnership with Burnaby Family Life, Burnaby Community and Continuing Education?

### **Part 2.0 of the application requires information for the organization profile:**

More details stating that we have connection/experience in operating a child care facility/facilities and or managing capital build projects. For example, partnership through Burnaby Family Life.

**Part 7.0 of the application requires information for the staffing plan, ongoing professional development, recruitment and retention strategies**

Please refer to the attached supportive notes for the childcare application document on partnership proposal with SD41 Early Childhood Community and Continuing Education for training site and ongoing support for ECE qualifications and professional development. The proposal is mentioning consideration for pedagogist position and includes staffing plan draft.

**Wages, Staff Retention Strategies:** If the program will be operated by School District, then we need to include details on what will be provided (for example, benefits, will the program be unionized etc.). Do we have an existing document to support the 7.0 Staffing Plan section of the application?

**4. Was Universal Childcare system explored through SD41 Early Learning Programs?**

Are there any considerations for the advocacy connecting to Universal Child Care?





## **Background / Context**

Quality childcare benefits all aspects of children's development and lays the foundation for school success, higher education, development of social-emotional skills and life-long learning. Access to quality childcare in our school district helps parents balance work, school and family life.

The Burnaby Board of Education has long been engaged in supporting childcare programs in Burnaby schools. As an early adopter of supporting integrated childcare into schools, the Board has facilitated the establishment of numerous centres providing necessary services to the community of Burnaby. Pre-school, group childcare (0-5 years), and before and after school childcare programs are offered in classrooms, district owned portables, and in portables owned by childcare providers.

The Long Range Facility Plan (LRFP) adopted by the Board in 2017 includes a 10-year enrolment projection, which supports the annual Capital Plan submission. Continued enrolment growth is projected at the elementary age level, placing additional pressure to provide the required number of classrooms. The data indicates that surplus classrooms do not exist to expand childcare offerings within the district's schools. Other options will need to be explored regarding any proposed childcare expansion.

The City of Burnaby and Burnaby School District signed an agreement in 2014 that supports the development of twelve childcare facilities. The City of Burnaby has focused the development of these centres on group childcare (age 30 months to age 5). These centres do not provide relief to the school district to recover classrooms for instructional purposes and do not provide support for before and after school childcare.

The Burnaby Board of Education requested that staff prepare and present a Feasibility Study to expand before and after school childcare in schools or on school district sites. The report will be presented at a public board meeting by April 1, 2019.

## **Capital Project Process**

The development of the Feasibility Study directed by the Board of Education to explore the potential of expanding before and after school childcare in district schools or on school sites is the first step in defining a capital project. Three distinct phases exist during the conceptualization of a project – they are: 1) Feasibility Study, 2) Project Definition Report, and 3) Capital Project.



The Feasibility Study does not provide direction or a recommendation on how or if to proceed on any specific strategy, as that work would be completed during the Project Definition Report phase. The following activities are generally captured in the three project phases:

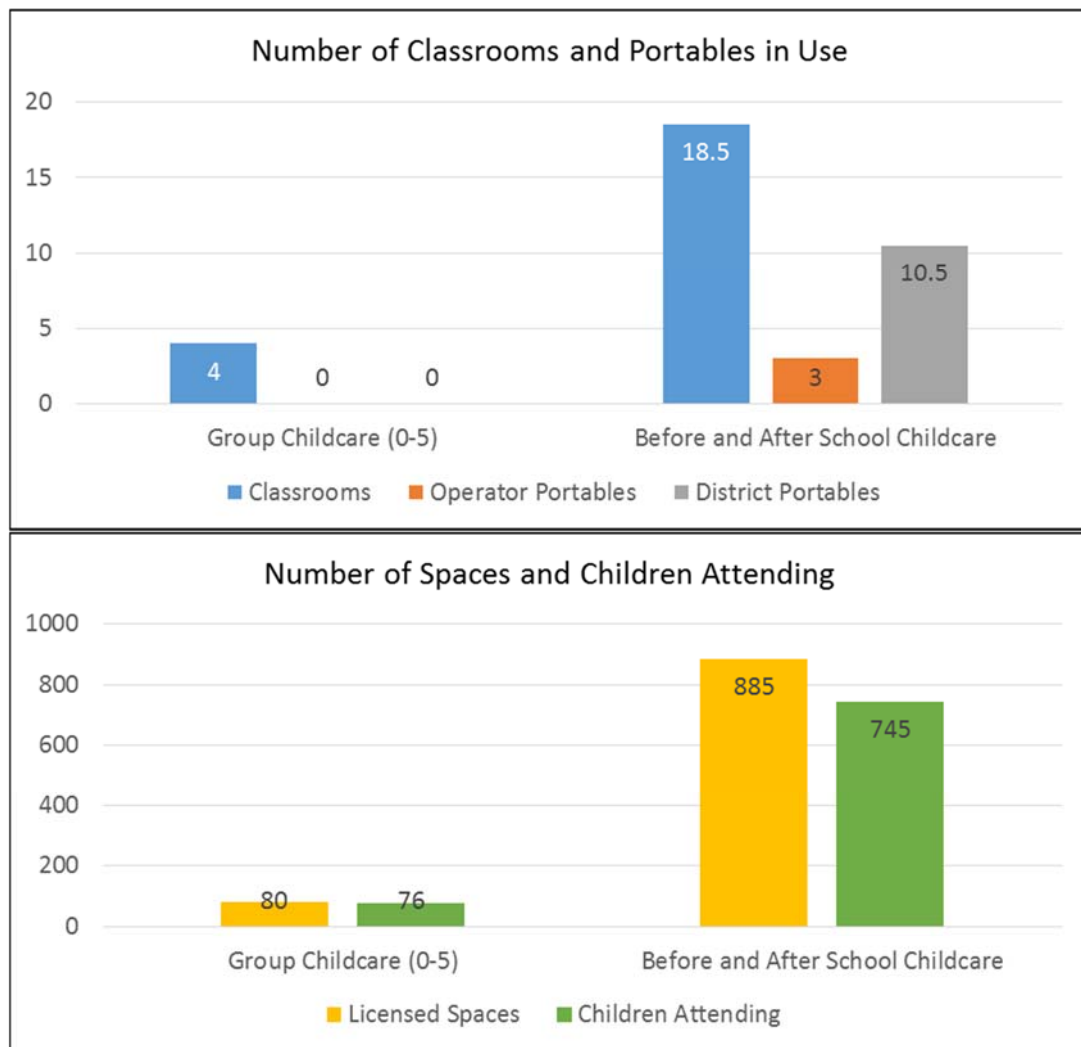
1. Feasibility Study
  - Define in general terms the nature of the Capital Project
  - Gather preliminary data to support decision to proceed further
  - Consultation limited to internal processes
  - Define projection rationale
  - Present options considered
  - Include high-level cost estimates
2. Project Definition Report
  - Detailed investigation and definition of proposed Capital Project
  - Assessment of needs, options, risks, benefits, permitting and other items that affect scope
  - Engagement in stakeholder consultation
  - Detailed budget review
  - Contract consideration
  - Risk Management assessment
  - Produce final recommendation
3. Capital Project
  - Engage professional consultants (architect and engineers as required)
  - Review project with City of Burnaby to position a Preliminary Project Agreement leading to a building permit
  - Selection of procurement method (likely Construction Management)
  - Tender and selection of trades and portable provider
  - Installation and inspection
  - Purchase of furniture and equipment
  - Declaration of substantial completion

The three phases are linear in nature, in that each requires proper consideration and approval prior to moving to the next stage. The detailed nature of a Project Definition Report ensures that the Board of Education is aware of all important matters prior to providing any capital project approval. This critical stage ensures necessary due diligence is followed to reduce organizational risk and increase the likelihood of a successful capital project.

## Current Environment - School District

### A. Existing Programs / Providers

Currently, there is 1 infant/toddler group childcare, 3 three to five year old group childcare, 6 preschool, and 23 before and after school childcare programs in the Burnaby School District. Twelve childcare programs are located in classrooms and eleven operate out of portables. It is important to note that existing childcare providers are unable to recruit and retain qualified staff to fill all licensed spaces. Staff recruitment needs to be considered moving forward.



The following chart outlines childcare programs that currently exist on school district sites:

Elementary School	Group Childcare (0-5)	Before and After School Childcare	Pre-school
Armstrong			Yes
Brentwood		Yes	Yes
Cameron		Yes	
Capitol Hill		Yes	
Cascade Heights		Yes	
Clinton		Yes	Yes
Douglas Road		Yes	
Forest Grove		Yes	
Gilmore			Yes
Gilpin		Yes	Yes
Kitchener		Yes	
Lakeview			Yes
Lochdale		Yes	
Lyndhurst		Yes	
Marlborough		Yes	Yes
Maywood		Yes	
Morley	Yes	Yes	Yes
Parkcrest		Yes	Yes
Rosser		Yes	Yes
Second Street		Yes	
South Slope	Yes	Yes	Yes
Stoney Creek		Yes	
Stride		Yes	
Suncrest		Yes	
Twelfth Avenue		Yes	
Windsor		Yes	

Other District Site	Group Childcare (0-5)	Before and After School Childcare	Pre-school
Burnaby South	Yes		
Duthie-Union	Yes	Yes	
Riverway West			Yes

The chart below gives an indication of existing childcare scope, size and demand:

Provider Type	Number of Providers/ Sites	Number of Classrooms	Number of Operator Portables	Number of District Portables	Number of licensed spaces	Number attending	Number on wait list*
Group Childcare (0-5)	4	4	0	0	80	76	149
Before and After School Childcare	24	18.5	3	10.5	885	745	1,746
<b>Total</b>	<b>28</b>	<b>22.5</b>	<b>3</b>	<b>10.5</b>	<b>965</b>	<b>821</b>	<b>1,895</b>

Wait-list data shown in the chart above was gathered in January 2019 and attempts to quantify the demand for additional before and after school childcare.

*Please note: Wait-list information is supplied by individual providers and may include some duplications and/or longstanding applications. Even though wait list numbers are fluid, this data is consistent with trends identified by the Burnaby Childcare Resources Group (an advisory body to the City of Burnaby on childcare issues) indicating the need for additional before and after school childcare spaces in Burnaby.*

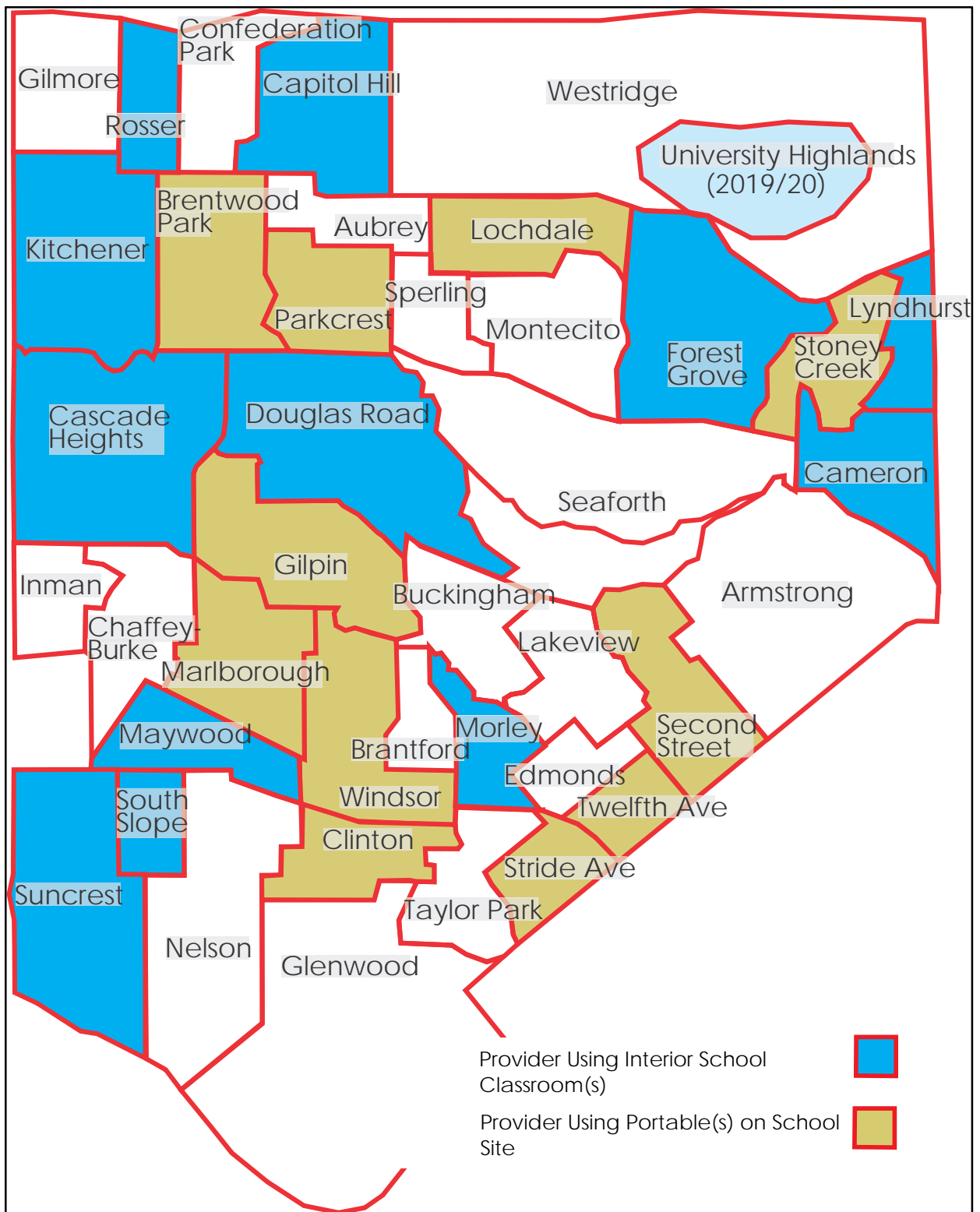
The following chart provides an overview of childcare sites and potential enrolment conflicts, as well as information on existing elementary school classroom and portable use in relation to group childcare (0-5 years of age), preschool and before and after school childcare. It also identifies schools with possible space constraints based on 10 year enrolment projections.

	School	Possible Impact on Classroom Space due to Projected Enrolment	Operator In Classroom	Operator In Portable	Operator Type (On Site or Portable)	Other Childcare Provider(s) in Attendance Area
Brentwood North	Aubrey					Y
	Brentwood Park	Projected Over Current Capacity		Y	Before and After School Childcare & Preschool	Y
	Capitol Hill		Y		Before and After School Childcare	
	Confederation Park					Y
	Gilmore		Y		Preschool	Y
	Kitchener	Projected Over Current Capacity	Y		Before and After School Childcare	
	Lochdale			Y	Before and After School Childcare	
	Montecito					
	Parkcrest			Y	Before and After School Childcare & Preschool	
	Rosser		Y		Before and After School Childcare & Preschool	Y
	Sperling	Cross-District Enrolment Limited				Y
	Westridge					Y
Kingsway South	Clinton	Cross-District Enrolment Limited		Y	Before and After School Childcare & Preschool	
	Glenwood					
	Maywood	Projected Over Current Capacity	Y		Before and After School Childcare	
	Nelson	Cross-District Enrolment Limited				Y
	South Slope		Y		Before and After School Childcare, Group Childcare (3-5) & Preschool	
	Stride	Projected Over Current Capacity		Y	Before and After School Childcare	
	Suncrest	Cross-District Enrolment Limited	Y		Before and After School Childcare	
	Taylor Park	Projected Over Current Capacity				Y
	Windsor			Y	Before and After School Childcare	Y
Central West	Brantford					Y
	Buckingham	Projected Over Current Capacity				
	Cascade Heights	Projected Over Current Capacity	Y		Before and After School Childcare	
	Chaffey-Burke	Cross-District Enrolment Limited				Y
	Douglas		Y		Before and After School Childcare	
	Gilpin			Y	Before and After School Childcare & Preschool	
	Inman					Y
	Lakeview			Y	Preschool	
	Marlborough	Cross-District Enrolment Limited		Y	Before and After School Childcare & Preschool	Y
Cariboo Loughheed	Morley		Y		Before and After School Childcare, Group Childcare (3-5) & Preschool	
	Armstrong			Y	Preschool	Y
	Cameron	Projected Over Current Capacity	Y		Before and After School Childcare	
	Edmonds					Y
	Forest Grove	Cross-District Enrolment Limited	Y		Before and After School Childcare	
	Lyndhurst	Cross-District Enrolment Limited	Y		Before and After School Childcare	
	Seaforth					Y
	Second Street			Y	Before and After School Childcare	
	Stoney Creek			Y	Before and After School Childcare	
	Twelfth Avenue			Y	Before and After School Childcare	
	University Highlands					Y

## Childcare Programs

The map below indicates where childcare programming currently exists as well as program location (classroom or district/provider owned portable).





## B. City of Burnaby Joint Childcare Agreement

In 2014, the City of Burnaby and Burnaby School District entered into a cooperation agreement to install up to 12 childcare facilities located on school district land. Currently 2 facilities are being developed to provide group childcare (age 30 months to 5 years old) at Capitol Hill and Montecito Elementary Schools. Agreements between the City and school district have been finalized (Ground Lease and Facility Sublease). The school district continues to support the City by identifying potential sites and assisting with the facility installations. The school district manages the selection and placement of not-for-profit childcare providers to operate these centres.

### Needs Assessment

#### A. City of Burnaby Identified Needs

The City of Burnaby is applying for funding to complete a Childcare Needs Assessment and Strategy to provide a road map for the City and community partners to meet the childcare needs of our growing community. It will also ensure that our community continues to be family-friendly and economically vital.

The development of a Childcare Needs Assessment and Strategy for Burnaby will involve the following activities:

##### **Completion of a community childcare space inventory**

- o number of childcare spaces by type (group, home-based), not-for-profit/for profit, location and licensed versus license-not-required
- o childcare utilization rates including ratio of childcare spaces per 100 children ages 0 to 12 based on current demographics

**A stakeholder engagement process with parents, childcare providers, and other relevant stakeholders.** Specific methods of consultation will be determined in consultation with the City's Childcare Advisory Group but will include:

- o A survey of Burnaby parents (usage patterns e.g. childcare close to parents' home, work or school; use of/need for flexible hours, ease of finding childcare, level of satisfaction)
- o A survey of Burnaby childcare operators (building types, tenure, ability to meet current and future needs, suggestions to improve access)

The stakeholder engagement will also determine the need for co-location of childcare with other services benefitting children and families and childcare needs of underserved populations.

**A Needs Analysis.** The needs analysis will delve into the following:

- o sufficient number and type of licensed spaces to meet the needs of the 0-12 population and what age groups are most in need of additional childcare spaces
- o sufficient childcare in places of high need e.g., high density areas, areas where parents attend work or school
- o locations of highest unmet demand
- o sufficient number of flexible childcare spaces offered outside regular business hours
- o sufficient number of childcare spaces and services providing care for underserved populations
- o sufficient number of care facilities that are co-located with other organizations offering services benefiting children and families

The analysis will also include a review of relevant Plans, Bylaws and Policies to identify any barriers to the creation of childcare spaces and actions that can be taken to reduce barriers and encourage growth of services.

**Development of a Strategy that includes space creation targets including those for underserved populations and actions to address space creation targets.** Space Creation Targets:

- o identification of short-term (one to two years), medium term (two to five years), and long-term (five to ten years) space creation targets
- o childcare age groups and license types most in demand
- o number of licensed childcare that are required to meet identified need
- o location of where spaces are needed and opportunities for co-location with other organizations benefiting children and families
- o number of new spaces that need to be flexible

## Program Wait Lists

Many providers have wait lists for their programs. The following four charts indicate, by educational zone, relevant childcare and wait list data.

Brentwood North Zone	Operator	Type	Operator Portable	District Portable	Inside Classrooms	Licensed Spaces	Attending	Waitlist	Other Schools Served
Duthie-Union	Puddle Splashers Childcare Society	3-5 yr olds			1	25	25	11-50	
Brentwood	BACI	Before and After School Childcare	1			20	21	51-100	
Capitol Hill	YMCA	Before and After School Childcare			1	25	25	101+	
Duthie-Union	Puddle Splashers Childcare Society	Before and After School Childcare			4	74	74	51-100	
Kitchener	Lower Mainland Purpose	Before and After School Childcare			1	20	21	11-50	
Lochdale	BNH	Before and After School Childcare		1		28	20	51-100	Westridge
Parkcrest	Parkcrest Child Care	Before and After School Childcare		0.5		24	23	11-50	
Rosser	YMCA	Before and After School Childcare			1	16	16	101+	Gilmore
<b>Brentwood North Sub-Total</b>		<b>Group Childcare (0-5)</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>25</b>	<b>25</b>	<b>11-50</b>	
<b>Brentwood North Sub-Total</b>		<b>Before and After School Childcare</b>	<b>1</b>	<b>1.5</b>	<b>7</b>	<b>207</b>	<b>200</b>	<b>488</b>	
Cariboo Lougheed Zone	Operator	Type	Operator Portable	District Portable	Inside Classrooms	Licensed Spaces	Attending	Waitlist	Other Schools Served
Cameron	YMCA	Before and After School Childcare			1	30	28	101+	
Forest Grove	The Grove Childcare	Before and After School Childcare			3	63	63	11-50	
Lyndhurst	Burquitlam Childcare	Before and After School Childcare			2	33	33	0-10	Miller Park & Glenayre - SD43
Second Street	Eastside Opportunities	Before and After School Childcare		2		45	45	11-50	
Stoney Creek	YMCA	Before and After School Childcare		2		35	32	101+	
Twelfth Avenue	BNH	Before and After School Childcare		1		25	22	51-100	Our Lady of Mercy
<b>Cariboo Lougheed Sub-Total</b>		<b>Group Childcare (0-5)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>n/a</b>	
<b>Cariboo Lougheed Sub-Total</b>		<b>Before and After School Childcare</b>	<b>0</b>	<b>5</b>	<b>6</b>	<b>231</b>	<b>223</b>	<b>488</b>	

Central West Zone	Operator	Type	Operator Portable	District Portable	Inside Classrooms	Licensed Spaces	Attending	Waitlist	Other Schools Served
Morley	Burnaby Family Life Institute	3-5 yr olds			1	16	16	11-50	
Cascade Heights	YMCA	Before and After School Childcare			1	45	38	51-100	
Douglas Road	BNH	Before and After School Childcare			1	30	11	11-50	
Gilpin	BNH	Before and After School Childcare				40	36	11-50	
Marlborough	BNH	Before and After School Childcare	2			43	40	101+	
Morley	Burnaby Family Life Institute	Before and After School Childcare			0.5	20	16	0-10	
Central West Sub-Total		Group Childcare (0-5)	0	0	1	16	16	11-50	
Central West Sub-Total		Before and After School Childcare	2	0	2.5	178	141	260	
Kingsway South Zone	Operator	Type	Operator Portable	District Portable	Inside Classrooms	Licensed Spaces	Attending	Waitlist	Other Schools Served
South Slope	Deaf Children's	3-5 yr olds			1	15	11	0-10	
Burnaby South	Burnaby Family Life Institute	Infant/Toddler Childcare			1	24	24	51-100	
Clinton	BNH	Before and After School Childcare				50	40	51-100	Glenwood, Nelson
Maywood	BNH	Before and After School Childcare			1	66	28	11-50	
South Slope	BACI	Before and After School Childcare			1	20	21	11-50	
Stride	BNH	Before and After School Childcare		3		80	47	101+	Taylor Park
Suncrest	BNH	Before and After School Childcare			1	35	31	101+	
Windsor	YMCA	Before and After School Childcare		1		18	14	11-50	
Kingsway South Sub-Total		Group Childcare (0-5)	0	0	2	39	35	51-100	
Kingsway South Sub-Total		Before and After School Childcare	0	4	3	269	181	510	

	Type	Operator Portable	District Portable	Inside Classrooms	Licensed Spaces	Attending	Waitlist	Other Schools Served
District Total	Group Childcare (0-5)	0	0	4	80	76	149	
District Total	Before and After School Childcare	3	10.5	18.5	885	745	1746	

*Please note: Sites with a higher number of children attending than licensed spaces available reflect students attending on a part time basis. Sites with a higher number of licensed spaces than children attending reflect the challenge childcare providers are facing regarding the recruitment and retention of qualified staff.*

The wait list data included in the Feasibility Study has been developed in consultation with childcare providers. District staff have not verified the data, nor have there been processes completed to ensure families are not represented on multiple wait lists. The data indicates a significant need for group childcare spaces (primarily before and after school programs), which is accepted as accurate in this study.

## School Site Availability

### A. Site Assessment

#### i. Ownership of Site

The school sites below have shared park/school site arrangements with the City of Burnaby:

Brantford Elementary	Lochdale Community School
Brentwood Park Elementary	Maywood Community School
Canada Way Education Centre	Nelson Elementary
Cariboo Hill Secondary	Parkcrest Elementary
Confederation Park Elementary	Twelfth Avenue Elementary
Glenwood Elementary	Westridge Elementary
Kitchener Elementary	

The following school sites are fully owned by the City of Burnaby, and are occupied by the school district:

Alpha Secondary	Capitol Hill Elementary
Aubrey Elementary	Suncrest Elementary

School sites not identified above are fully owned by the school district.

## ii. Program Strategy

The data contained in this report identifies a demand in the City of Burnaby for all types of childcare. The City of Burnaby is focussing on expanding group childcare (0-5 years of age) while the school district's feasibility study is exploring the potential of expanding before and after school childcare in district schools or on school sites.

## iii. Identified School Sites for Potential Childcare Expansion

The data collected for the Feasibility Study indicates a need for before and after school childcare in all four education zones. Schools listed on the following page have been identified based on the following criteria:

- Current childcare sites where providers have in excess of 50 children on their wait list;
- The PAC and Principal have identified the school community as being an area of high need;
- Neighbouring schools in areas of high need

Please note, due to existing and projected enrolment growth, the potential to expand before and after school childcare programs within classrooms is not a viable option. On the following chart we have highlighted the number of portables that the identified school sites could accommodate to support the expansion of childcare.

<b>Kingsway South</b>	<b># Portables</b>	<b>Central West</b>	<b># Portables</b>
Taylor Park Elementary	2 Units	Brantford Elementary <b>(Shared)</b>	2 Units
Suncrest Elementary <b>(City Owned)</b>	2 Units (R)	Marlborough Elementary	2 Units
Clinton Elementary	1 Unit	Cascade Heights Elementary	2 Units (R)
		Maywood Elementary	2 Units (R)
<b>Cariboo Lougheed</b>		<b>Brentwood North</b>	
Armstrong Elementary	2 Units	Gilmore Community	2 Units
Stoney Creek Community	1 Unit	Westridge Elementary <b>(Shared)</b>	2 Units
Twelfth Avenue Elementary <b>(Shared)</b>	1 Unit	Capitol Hill Elementary <b>(City Owned)</b>	2 Units (R)
		Brentwood Park Elementary <b>(Shared)</b>	1 Unit
		Kitchener Elementary <b>(Shared)</b>	1 Unit (R)
		Lochdale Community <b>(Shared)</b>	1 Unit

("R" – recover classroom from school – net increase of 1 before and after school program space)

The maximum number of portable units identified in the previous chart total 26 (21 new and 5 classroom recovery), which would provide an estimated 520 before and after school childcare spaces.

School site selection also considered the availability of sewer & water, parking availability, as well as future need to provide portable classrooms to accommodate enrolment growth. The City of Burnaby provided input in the site selection to reduce potential conflicts with their group childcare initiatives.

In addition, University Highlands Elementary is scheduled to open in September 2019 and will include before and after school childcare space for 70 children. The Burnaby North Secondary replacement school includes a 900 m2 childcare centre funded by the provincial government through the Neighbourhood Learning Centre program and will accommodate an estimated 100 children. The Stride Avenue Community School seismic and Cameron Elementary School expansion projects have proposed childcare space incorporated into the Project Definition Report, which could each accommodate 25 children. In total, the district has a potential of 220 before and after school childcare spaces being incorporated into school capital projects.

Appendix F shows potential location options for portable placement that could accommodate before and after school childcare.

## B. District Long Range Facility Plan

### i. Available Classroom Space by School

The following tables indicate the number of available classroom spaces in each school, by educational zone, as well as the projected number of classrooms required based on the district 10-year enrolment projection. "Orange" indicates that the school is under enrolment management and cross-boundary requests are limited. "Red" indicates that the school does not have sufficient classrooms to accommodate projected enrolment growth.

Brentwood North Zone Staffing / Room Use	2018-19 Available Classes	Childcare / Pre- School Room Use	2017-18 Staffing	2018-19 Staffing	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Aubrey	17	0	17	17	17	17	17	17	17	17	17	17	17	17
Brentwood Park	21	0	21	21	21	23	24	24	26	28	29	30	32	34
Capitol Hill	18	1	17	18	18	18	18	18	18	18	17	17	17	17
Confederation Park	10	0	10	10	10	10	10	10	10	10	10	10	10	10
Gilmore	19	1	17	18	18	18	18	18	18	18	18	18	18	18
Kitchener	16	1	14	15	15	15	16	17	18	18	18	18	18	19
Lochdale	15	0	14	14	14	14	14	14	14	14	14	14	14	14
Montecito	12	0	11	11	11	11	11	11	11	11	11	12	12	12
Parkcrest	9	0	9	9	10	10	10	10	10	10	10	10	10	10
Rosser	8	2	6	7	7	7	7	7	7	7	7	7	7	7
Sperling	23	0	23	23	23	23	23	23	23	23	23	23	23	23
Westridge	14	0	14	14	14	14	14	14	14	14	14	14	14	14



Cariboo Lougheed Zone Staffing / Room Use	2018-19 Available Classes	Childcare / Pre- School Room Use	2017-18 Staffing	2018-19 Staffing	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Armstrong	19	0	19	19	19	19	19	19	19	19	19	19	19	19
Cameron	18	1	18	18	18	18	18	18	19	20	21	22	22	23
Forest Grove	16	4	16	16	16	16	16	16	16	16	16	16	16	16
Lyndhurst	5	2	5	5	5	5	5	5	5	5	5	5	5	5
Seaforth	21	0	21	21	21	21	21	21	21	21	21	21	21	21
Second Street	18	0	17	18	18	18	18	18	18	18	18	18	18	18
Stoney Creek	15	0	12	13	13	13	13	13	13	13	13	13	13	13
Twelfth Avenue	13	0	13	13	13	13	13	13	13	13	13	13	13	13
University Highlands	20	1	12	12	14	14	15	16	17	18	18	20	20	20

Central West Zone Staffing / Room Use	2018-19 Available Classes	Childcare / Pre- School Room Use	2017-18 Staffing	2018-19 Staffing	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Brantford	16	0	16	16	16	16	16	16	16	16	16	16	16	16
Buckingham	11	0	11	11	12	12	12	12	11	11	11	11	11	11
Cascade Heights	20	1	20	20	20	20	20	20	21	21	21	21	21	21
Chaffey-Burke	24	0	23	24	24	24	24	24	24	24	24	24	24	24
Douglas	12	1	11	12	12	12	12	12	12	12	12	12	12	12
Gilpin	11	0	11	11	11	11	11	11	11	11	11	11	11	11
Inman	19	0	18	18	18	18	18	18	18	18	18	18	18	18
Lakeview	13	0	12	12	12	12	12	12	12	12	13	13	13	13
Marlborough	39	0	39	39	39	39	39	39	39	39	39	39	39	39
Morley	18	2	16	16	16	16	16	16	16	16	16	16	16	16

Kingsway South Zone Staffing / Room Use	2018-19 Available Classes	Childcare / Pre- School Room Use	2017-18 Staffing	2018-19 Staffing	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Clinton	16	1	16	16	16	16	16	16	16	16	16	16	16	16
Edmonds	15	0	15	15	15	15	15	15	15	15	15	15	15	15
Glenwood	6	0	5	6	6	6	6	6	6	6	6	6	6	6
Maywood	22	1	21	21	21	21	22	24	25	25	25	26	26	26
Nelson	16	0	15	15	16	15	16	16	16	16	16	16	16	16
South Slope	11	2	11	10	10	10	10	10	10	10	10	11	11	11
Stride	14	0	13	13	12	12	13	14	14	15	15	16	17	17
Suncrest	14	1	13	14	13	13	14	14	14	14	14	14	14	14
Taylor Park	27	0	26	27	27	27	27	27	27	28	28	28	28	28
Windsor	11	1	11	11	11	11	11	11	11	11	11	11	11	11

## ii. Classrooms / Portables Required for Classroom Space

Under the current funding model from the provincial government for operating and capital budgets, school districts are responsible to use local funds to provide portable classrooms for instructional purposes. No funding is provided for the purchase and installation of portable classrooms. Enrolment projections and portable requirements are reported annually to the Building & Grounds Committee. The school district cannot put itself in a position where portables are provided to before and after school childcare providers when the portables are required to accommodate K-12 enrolment.

Based on enrolment projections it is anticipated that certain schools will grow beyond their current operating capacity. The long-term availability of surplus space for childcare providers currently in those schools is uncertain. Based on 10-year enrolment projections, the school district may be required to reclaim classroom space from childcare providers due to school enrolment growth pressures as outlined in district lease agreements. The following schools may be impacted:

School	Estimated Date to Reclaim Classroom Space
Maywood Community School	July 01, 2022
Kitchener Elementary	July 01, 2022
Cascade Heights Elementary	July 01, 2023

## **Options for Before and After School Childcare Expansion**

### **A. Program Structure**

#### i. School District Space Allocated to Childcare Provider

Definition – the current process for identifying childcare needs in Burnaby schools begins with the local school community identifying a need for childcare services. With support from the school PAC and school-based Administration, a written request is sent to Community Services at the School District office for a preliminary review. Upon receipt of the request, Community Services coordinates a district process as outlined in the Burnaby School District's Guidelines and Process for Childcare document (see Appendix B). Typically, childcare programs are located in vacant classrooms within the school, or in surplus portable classrooms owned by the school district.

#### **COGS – School District Space Allocated to Childcare Provider**

Challenges	Opportunities
<ul style="list-style-type: none"><li>✓ Adequate funding for not-for-profit childcare providers to maintain childcare program</li><li>✓ Additional district administrative supervisor position required</li></ul>	<ul style="list-style-type: none"><li>✓ Expand existing partnerships with local childcare providers in vacant classrooms and surplus portables</li><li>✓ Obtain program administration funding support to expand before and after school childcare</li></ul>

<ul style="list-style-type: none"> <li>✓ Flow of direct and timely communication among all parties (i.e. provider, school, school district)</li> <li>✓ Philosophical alignment with school district/Ministry of Education Early Learning Framework and childcare provider</li> <li>✓ PAC identified needs are not always consistent with available space</li> <li>✓ Availability of classroom space in schools</li> <li>✓ Reclaiming classroom space from existing childcare providers</li> <li>✓ Timeline around portable acquisition</li> <li>✓ Increased demands on Operations and Maintenance</li> <li>✓ Increased demand on school-based administration</li> </ul>	<ul style="list-style-type: none"> <li>✓ Support of Burnaby families through a responsive, community-based approach</li> <li>✓ Aligns with the mandate of the Ministry of Children and Family Development</li> <li>✓ Aligns with City of Burnaby's priority to provide high quality childcare</li> </ul>
<b>Gaps</b>	<b>Strengths</b>
<ul style="list-style-type: none"> <li>✓ Program consistency with multiple childcare partners</li> <li>✓ Shortage of qualified childcare staff</li> <li>✓ Childcare Staff retention</li> <li>✓ Maintaining program operations while schools are not in session</li> </ul>	<ul style="list-style-type: none"> <li>✓ Existing structure in place to manage partnerships</li> <li>✓ Clear understanding between childcare providers and School District staff around the process for identifying childcare need</li> <li>✓ Strong partnerships with community-based childcare providers</li> <li>✓ Seamless transitions to/from before and after school childcare</li> </ul>

## ii. Owner Operator Childcare Provider on School District Site

Definition – The guidelines and process to identify childcare needs for this option is consistent with *Program Structure – A: School District Space Allocated to Childcare Provider*. The key difference is that the not-for-profit childcare provider owns the portable located on the school site. A licence to occupy the site is provided to the childcare provider to support the installation of a portable unit.

### COGS – Owner Operator Childcare Provider on School District Site

<b>Challenges</b>	<b>Opportunities</b>
<ul style="list-style-type: none"> <li>✓ Adequate funding for not-for-profit childcare providers to maintain childcare program</li> <li>✓ PAC identified needs are not always consistent with available space</li> <li>✓ Flow of direct and timely communication among all parties (i.e. provider, school, school district)</li> <li>✓ Philosophical alignment with school district/ Ministry of Education Early</li> </ul>	<ul style="list-style-type: none"> <li>✓ Expand existing partnerships with local childcare providers</li> <li>✓ Support of Burnaby families through a responsive, community-based approach</li> <li>✓ Aligns with the mandate of the Ministry of Children and Family Development</li> <li>✓ Aligns with City of Burnaby's priority to provide high quality childcare</li> </ul>

Learning Framework and childcare provider ✓ Clarity of responsibilities between school district and provider (i.e. maintenance support) ✓ Clarity of lease agreements ✓ Timeline around portable acquisition	
<b>Gaps</b>	<b>Strengths</b>
✓ Program consistency with multiple childcare partners ✓ Shortage of qualified childcare staff ✓ Childcare staff retention	✓ Existing structure in place to manage partnerships ✓ Clear understanding between childcare providers and school district staff around the process for identifying childcare need ✓ Strong partnerships with community-based childcare providers ✓ Seamless transition to/from before and after school childcare ✓ Low demand on school district operations and maintenance

### iii. Shared Space - Childcare in StrongStart Classrooms

Definition – The guidelines and process to identify childcare needs for this option is consistent with *Program Structure – A: School District Space Allocated to Childcare Provider*. The school district receives program funding from the Ministry of Education to operate 12 StrongStart programs in our schools or in district owned portables. The following table indicates locations of StrongStart centres. In three cases, the room allocated for StrongStart programming is shared with before and after school childcare. Potentially, further opportunities for StrongStart programs and before and after school childcare to share space could exist.

The following table summarizes existing StrongStart programs and current childcare status:

<b>Kingsway South</b>	<b>Current Childcare</b>	<b>Central West</b>	<b>Current Childcare</b>
Maywood Community School	Yes	Cascade Heights Elementary	Yes
Stride Avenue Community School	No	Chaffey-Burke Elementary	No
		Morley Elementary	No
<b>Cariboo Lougheed</b>	<b>Current Childcare</b>	<b>Brentwood North</b>	<b>Current Childcare</b>
Edmonds Community School	No	Lochdale Community School	No
Forest Grove Elementary	No	Kitchener Elementary	No
Second Street Community School	No		
Stoney Creek Community School	No		
Twelfth Avenue Elementary	Yes		

COGS – Shared Space - Childcare in StrongStart Classrooms

Challenges	Opportunities
<ul style="list-style-type: none"> <li>✓ Adequate funding for not-for-profit childcare providers to maintain childcare program</li> <li>✓ PAC identified needs are not always consistent with available space</li> <li>✓ High demand of administrative support to manage relationships around shared space</li> <li>✓ Additional district administrative position required</li> <li>✓ Flow of direct and timely communication among all parties (i.e. provider, school, school district)</li> <li>✓ Philosophical alignment with school district/ Ministry of Education Early Learning Framework and childcare provider</li> <li>✓ Maintaining the physical and aesthetic environment in our StrongStart space</li> <li>✓ Change of StrongStart hours to accommodate before and after school childcare</li> <li>✓ Sharing of StrongStart materials and equipment</li> <li>✓ StrongStart materials and equipment are not developmentally appropriate for school-aged children grades 1 and up</li> <li>✓ Adequate storage for StrongStart and childcare provider materials</li> <li>✓ Increased demands on Operations and Maintenance</li> <li>✓ Increased demand on school-based administration</li> </ul>	<ul style="list-style-type: none"> <li>✓ Expand existing partnerships with local childcare providers in StrongStart classrooms</li> <li>✓ Obtain program administration funding support to expand before and after school childcare</li> <li>✓ Support of Burnaby families through a responsive, community-based approach</li> <li>✓ Aligns with the mandate of the Ministry of Children and Family Development</li> <li>✓ Aligns with City of Burnaby's priority to provide high quality childcare</li> <li>✓ Increased communication and collaboration between StrongStart educators and childcare staff</li> </ul>
Gaps	Strengths
<ul style="list-style-type: none"> <li>✓ Program consistency with multiple childcare partners</li> <li>✓ Communication and collaboration between school and childcare provider around shared space</li> <li>✓ Shortage of qualified childcare staff</li> <li>✓ Childcare staff retention</li> <li>✓ Maintaining program operations while schools are not in session</li> </ul>	<ul style="list-style-type: none"> <li>✓ Existing structure in place to manage partnerships</li> <li>✓ Clear understanding between childcare providers and school district staff around the process for identifying childcare need</li> <li>✓ Strong partnerships with community-based service providers</li> <li>✓ Seamless transitions to/from before and after school childcare</li> <li>✓ Increases utilization of existing spaces in schools</li> <li>✓ Space is readily available</li> </ul>

#### iv. Shared Non-Enrolling Classroom Space

**Definition** – The guidelines and process to identify childcare needs for this option is consistent with *Program Structure – A: School District Space Allocated to Childcare Provider*. Opportunities may exist in certain schools to share non-enrolling instructional space with a before and after school childcare program. Music rooms, specialty program rooms, and art spaces are examples of non-enrolling classroom space that may be considered. In a limited number of our schools this option currently exists to increase the number of licensed space available to the childcare provider.

#### COGS – Shared Non-Enrolling Classroom Space

Challenges	Opportunities
<ul style="list-style-type: none"> <li>✓ Adequate funding for not-for-profit childcare provider to maintain childcare program</li> <li>✓ PAC identified needs are not always consistent with available space</li> <li>✓ Increased demands on Operations and Maintenance</li> <li>✓ Additional district administrative supervisor position required</li> <li>✓ High demand of administrative support to manage relationships around shared space</li> <li>✓ Philosophical alignment with school district/ Ministry of Education Early Learning Framework and childcare provider</li> <li>✓ Flow of direct and timely communication among all parties (i.e. provider, school, school district)</li> <li>✓ Limited non-enrolling classroom space</li> <li>✓ Current use of non-enrolling space (i.e. extra-curricular or out of school time programs)</li> <li>✓ Licencing approval of identified space</li> <li>✓ Overlap of hours between school staff and childcare provider</li> <li>✓ Sharing and/or reorganizing furnishings and equipment on a daily basis</li> <li>✓ Increased demands on our Maintenance Department</li> <li>✓ Increased demand on school-based administration</li> </ul>	<ul style="list-style-type: none"> <li>✓ Obtain program administrative funding support</li> <li>✓ Expand existing partnerships with local childcare providers</li> <li>✓ Integrate before and after school childcare programming into the school</li> <li>✓ Seamless transition to/from before and after school program</li> <li>✓ Continued support of Burnaby families through a responsive, community-based approach</li> <li>✓ Aligns with the mandate of the Ministry of Children and Family Development</li> <li>✓ Aligns with the City of Burnaby's priority to provide high quality childcare</li> </ul>
Gaps	Strengths
<ul style="list-style-type: none"> <li>✓ Program consistency with multiple childcare partners</li> <li>✓ Communication and collaboration between school and childcare provider around shared space</li> <li>✓ Shortage of qualified childcare staff</li> </ul>	<ul style="list-style-type: none"> <li>✓ Existing structure in place to manage partnerships</li> <li>✓ Clear understanding between childcare providers and school district staff around the process for identifying childcare need</li> </ul>

<ul style="list-style-type: none"> <li>✓ Childcare staff retention</li> <li>✓ Maintaining program operations while schools are not in session</li> </ul>	<ul style="list-style-type: none"> <li>✓ Strong partnerships with community-based childcare providers</li> <li>✓ Seamless transitions to/from before and after school childcare</li> <li>✓ Space is readily available</li> <li>✓ Increases utilization of existing spaces in schools</li> </ul>
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#### v. Capital Project – Not-for-Profit Partner

**Definition** – the “Capital Project – Not-for-Profit Partner” option differentiates from current practice in that the school district identifies a not-for-profit childcare provider to own/operate childcare on a pre-determined school site. In this option, the school district would issue an RFP (see Appendix C) to select a not-for-profit childcare provider as a partner to apply for Childcare BC New Space funding. The not-for-profit childcare provider selected would submit the funding request, would own the portable(s) to be located on a school site, and would operate the before and after school childcare program. A revised childcare agreement would need to be developed to support this partnership.

#### COGS – Capital Project – Not-for-Profit Partner

Challenges	Opportunities
<ul style="list-style-type: none"> <li>✓ Triparty relationship required between MCFD, Childcare Provider, and SD41</li> <li>✓ Additional district administrative supervisor position required</li> <li>✓ Flow of direct and timely communication among all parties (i.e. provider, school, school district)</li> <li>✓ Philosophical alignment with school district/ Ministry of Education Early Learning Framework and childcare provider</li> <li>✓ Long-term maintenance costs for childcare provider associated with ownership of the portable</li> <li>✓ Timeline around portable acquisition</li> </ul>	<ul style="list-style-type: none"> <li>✓ Obtain program administrative funding support</li> <li>✓ PAC/administrator to recommend localized childcare provider</li> <li>✓ Seamless transition to/from before and after school program</li> <li>✓ Expand existing partnerships with local childcare providers</li> <li>✓ Continued support of Burnaby families through a responsive approach</li> <li>✓ Aligns with the mandate of the Ministry of Children and Family Development</li> <li>✓ Aligns with the City of Burnaby's priority to provide high quality childcare</li> <li>✓ RFP process efficiency</li> </ul>
Gaps	Strengths
<ul style="list-style-type: none"> <li>✓ Program consistency with multiple childcare partners</li> <li>✓ Shortage of qualified childcare staff</li> <li>✓ Childcare staff retention</li> <li>✓ Guidelines for childcare provider selection</li> <li>✓ Capacity of childcare provider to apply for Childcare BC New Space Funding</li> </ul>	<ul style="list-style-type: none"> <li>✓ Childcare provider owned portable model currently exists</li> <li>✓ Strong partnerships with community-based childcare service providers</li> <li>✓ Childcare operators maintain the portable space</li> <li>✓ Low demand on school district operations and maintenance</li> </ul>

## vi. Capital Project – SD41 Operated Centre

Definition – the “Capital Project – SD41 Operated Centre” option varies from current practice. In this option, the school district would own, operate and staff the before and after school childcare centres. The school district would apply for the Childcare BC New Space funding and contract with the provincial government for its operation.

Appendices D and E outline budget considerations for this option.

### COGS – Capital Project – SD41 Operated Centre

Challenges	Opportunities
<ul style="list-style-type: none"> <li>✓ Application process to Childcare BC New Space Funding</li> <li>✓ Increased demand on Operations and Maintenance</li> <li>✓ Additional district administrative supervisor position required</li> <li>✓ Additional responsibility of the Financial Department regarding parent fees/subsidies</li> <li>✓ Additional responsibility on the district’s Human Resources Department to recruit and retain qualified childcare staff</li> <li>✓ Providing adequate and ongoing training/professional development opportunities for before and after school childcare staff</li> <li>✓ Aligning hours of work for hired school district staff to accommodate before and after school childcare</li> <li>✓ Union support / agreement</li> <li>✓ Maintaining positive relationships with current childcare partners</li> <li>✓ Timeline around portable acquisition</li> <li>✓ Increased demand on school-based administration</li> <li>✓ Maintaining childcare enrolment in all programs</li> </ul>	<ul style="list-style-type: none"> <li>✓ Obtain program administrative funding support</li> <li>✓ Philosophical alignment with school/childcare and Ministry of Education Early Learning Framework</li> <li>✓ Seamless transition to/from before and after school program</li> <li>✓ Fluid communication between school and childcare</li> <li>✓ Consistent relationships between the school and before and after school childcare provider</li> <li>✓ Increase hours available for school district staff through employment opportunities in childcare</li> <li>✓ Increase the number of qualified staff for before and after school childcare</li> <li>✓ Provide continued support for Burnaby families through a responsive approach</li> <li>✓ Aligns with the mandate of the Ministry of Children and Family Development</li> <li>✓ Aligns with the City of Burnaby’s priority to provide high quality childcare</li> </ul>
Gaps	Strengths
<ul style="list-style-type: none"> <li>✓ Outside K-12 education mandate</li> <li>✓ Additional and ongoing costs outside the Childcare BC New Space funding (i.e. furniture, equipment, materials, etc.)</li> <li>✓ Availability of qualified school district staff to work in childcare (e.g. CUPE Education Assistants)</li> </ul>	<ul style="list-style-type: none"> <li>✓ SD41 experience and expertise operating community programs</li> <li>✓ Internal program – no childcare agreements to administer</li> <li>✓ Access to staff employed in our district</li> <li>✓ Continuity of relationships from school to out of school childcare</li> <li>✓ Dedicated portables for childcare</li> </ul>



<ul style="list-style-type: none"> <li>✓ Potential training for school district staff to meet childcare licencing requirements</li> <li>✓ Maintaining program operations while schools are not in session</li> </ul>	
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## Report Conclusion

### A. Consultation

The development of this Feasibility Study has not included consultation with existing childcare providers, Parent Advisory Councils, School Administration or the City of Burnaby. Data supplied by these groups has supported the creation of the report; however, the consultation required remains outstanding.

It is felt that each of the options identified in this report may be better suited to one site over another. Through consultation, the best approach or combination of approaches would be identified.

### B. Recommended Board Motion

The following recommended Board Motion is provided for the Board's consideration to provide necessary approvals and direction to staff:

- i. **THAT** the Board of Education direct staff to engage in the development of a Project Definition Report to explore options for before and after school childcare programs.
- ii. **AND THAT** the Board of Education direct staff to report back through the Building & Grounds Committee on the capital project process which will explore options for before and after school childcare programs.

## **Appendix “A” – Childcare BC New Space Funding**

The Childcare BC New Spaces Fund (formerly called the Childcare Major Capital Funding Program) is helping to fund the creation of 22,000 new childcare spaces in B.C. over the next three years.

Funding is available for care providers to create affordable licensed childcare spaces in the following categories:

- Infant and toddler (under 36 months)
- Group 3-5 (30 months to school age)
- School age (kindergarten to age 12)
- Preschool

Priority will be given to applications that support priority areas, including:

- New licensed infant-toddler spaces
- Vulnerable and underserved communities
- Projects undertaken by public-sector partnerships with non-profit childcare providers
- Childcare services outside of core business hours

### **Funding Amounts**

- **Up to \$1 million per facility** for public-sector partnerships with non-profit childcare providers. (Public sector partners can be public sector organizations, local/municipal governments, school boards, public and post-secondary institutions, band/tribal councils and or First Nations governments.)
  - **Up to \$500,000 per facility** for school boards, Indigenous organizations/band or tribal councils and First Nations governments, child development centres, and non-profit childcare providers
  - **Up to \$250,000 per facility** for private childcare providers
- Local and municipal governments interested in creating new childcare spaces on local government property can also check out the [Community Childcare Space Creation Program](#).

### **Check with the Local Health Authority**

Make sure the proposed project or facility changes will meet the requirements of the Childcare Licensing Regulation. Contact your [regional health authority](#) Community Care Facility Licensing Office for more information.

### **Apply**

There is no deadline to apply. Funding will be provided based on availability during the fiscal year. Develop your application at your own pace and apply when you're ready.

- [Childcare BC New Spaces Fund Application \(PDF\)](#)  
Review detailed requirements related to eligibility and the assessment process:
- [Childcare BC New Spaces Fund Guidelines \(PDF\)](#)
- [Childcare BC New Spaces Fund Frequently Asked Questions \(PDF\)](#)

Childcare Licensing Requirements:

- [http://www.bclaws.ca/civix/document/id/complete/statreg/332\\_2007](http://www.bclaws.ca/civix/document/id/complete/statreg/332_2007)

## **Appendix “B” – SD41 Childcare Guidelines**



### **GUIDELINES AND PROCESS FOR CHILDCARE**

The following procedures have been developed to assist individuals and groups who are interested in operating a licensed childcare program within an operating school district facility, or on a school site.

The process starts with a request in writing from PAC (with the support of the Principal), or from a childcare service provider, to Community Services at the school district office for a preliminary review to determine the feasibility for childcare space. Upon receipt of the request, Community Services will coordinate a district process using the following criteria:

- 1.0 Is there a space within the school that can accommodate the proposed childcare program?
  - 1.1 If yes, is there a need for childcare at the proposed school site (based on a Needs Assessment Survey distributed by Community Services?)
  - 1.2 If yes, could the space be dedicated for childcare use for a minimum of five years?
  - 1.3 If yes, would the space meet childcare licensing regulations?
  - 1.4 If yes, could the space be shared with other school/community programs?
- 2.0 Is there space on the school's grounds that could accommodate a portable/modular childcare building that meets licensing regulations?
  - 2.1 If yes, would the placement of a portable/modular building significantly impact the:
    - a) school's instructional program?
    - b) school's playground and sports field?
    - c) safety and security of students?
    - d) ability of the school to expand for increased enrolment?
    - e) relationship with school's neighbours?
  - 2.2 Is there a need for childcare at the proposed school site (based on a Needs Assessment Survey distributed by Community Services?)
  - 2.3 If yes, could the space be dedicated for childcare use for a minimum of five years?
  - 2.4 If yes, would the space meet childcare licensing regulations?
  - 2.5 If yes, could the portable/modular building be shared with other school/community programs?

2.6 If yes, is there a portable building in the district's inventory that can be used for the childcare program?

2.7 If yes, the approximate costs associated with making the portable available.

If the original request comes from PAC and the preliminary review determines that there is a space within the school that can be converted for childcare, or that a portable/modular building can be placed on the school site then a Request for Proposal (RFP) will be distributed by the school district (see Request for Proposals Process).

If the original request comes from a service provider and the preliminary review determines that there is a space within the school that can be converted for childcare, or that a portable/modular building can be placed on the school site then a formal proposal needs to be developed by the organizing group or operator. This proposal should address and provide background information to the points outlined in the district's guidelines for developing and establishing childcare programs using district facilities or grounds (see Guidelines and Process for Childcare Proposals).

Once the proposal has been completed, it should be submitted to the school district's Secretary Treasurer with a copy to the district's Community Education Services.

Upon receipt of the proposal the School Board's Building and Ground Committee will consider the request and make a recommendation to the Board of Education. The organizing group/operator will be advised of the board's decision.

1.0 The proposal should specify that the childcare program request is for:

- use of space within the school
- use of a school district portable building
- use of school grounds for the placement of “privately owned” portable/modular building

1.1 If the request is for the use of a school district portable building, the proposal should clearly specify the manner and timeline in which the district will be reimbursed for all costs associated with (a) placing the portable on the grounds (b) renovating the portable to meet licensing regulations and program requirements.

2.0 What kind of childcare is being considered?

- Group childcare (under 36 months)
- Group childcare (30 months to school age)
- Preschool (30 months to school age)
- Before and after school childcare (school age)

2.1 Is there a documented need for childcare services in the neighbourhood?

2.2 Has a neighbourhood childcare needs assessment been conducted?

2.3 Will the proposed childcare program be in competition with existing childcare services within the immediate community?

2.4 Does this childcare proposal have the support of:

- a) the school administrator/staff?
- b) the school’s Parent Advisory Committee?

3.0 Would the placement of a portable/modular childcare building on the school grounds significantly impact:

- a) traffic flow in the neighbourhood?
- b) parking in the neighbourhood?
- c) view and aesthetics of the neighbourhood?
- d) the school’s immediate neighbours?

4.0 What would be the hours/days/months of operation?

4.1 Would the proposed childcare space be available for other community programs when not in operation?

4.2 If yes, how much time would be available for these other programs (hours/days/months)?

- 4.3 Who would be the operator of the childcare program? It should be noted that community serving childcare programs operated by not-for-profit community organizations receive priority over commercial or independent businesses who may want to operate a program in a school or on school sites.
- 4.4 What is the targeted starting date for the childcare program?

## **Appendix “C” – Request for Proposal**

### **Request for Proposal (RFP)**

**Re: Operator for Non-Profit Childcare Centre at:  
Elementary School  
, Burnaby BC**

**ph: . . .**

**Sheri Brattston, Community Services**

**email: [sheri.brattston@burnabyschools.ca](mailto:sheri.brattston@burnabyschools.ca)**

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The Burnaby School District is inviting proposals from non-profit societies wishing to deliver group childcare services. The deadline for submissions of proposals is (date and time). Please submit via email to the above contact information.

The following terms will apply to this Request for Proposal and to any resulting Lease. Submissions of a proposal in response to the Request for Proposal indicate acceptance of all the following terms.

#### **Request for Proposal Terminology**

Throughout this Request for Proposal, terminology is used as follows:

1. “Lease” means the written Operating Agreement resulting from the successful Request for Proposal executed by the School District and signed by the Society
2. “Society” means the successful Proponent to this Request for Proposals who enters into a Lease with the School (School District)
3. “School” means Elementary School
4. “School District” or “District” means Burnaby School District 41
5. “Proponent” means an individual or a company that submits, or intends to submit, a proposal in response to this “Request of Proposal”

#### **1.0 Background**

- 1.1. The Burnaby School District is seeking the services of a qualified non-profit Society to deliver childcare services for *children 5 through 12 years* of age in a school building or on school grounds. The principal, school, and parents expect the Society to work in partnership.  
Or
- 1.2. Name the qualified non-profit Society is looking to deliver childcare services for children 5 through 12 years of age in a school building or on school grounds. The district, principal, school, and parents expect the Society to work in partnership.

## **2.0 The Site**

- 2.1. The proposed childcare centre will be located in the main school building or in a portable on school grounds.

## **3.0 Terms of Reference**

- 3.1. The School District wishes to enter into a Lease with a qualified non-profit Society for provision of childcare services from within the school. The school will maintain the building envelope; however, the school expects that the Society will:
  - Hold all licenses and permits required to operate the childcare centre;
  - Agree to enter into a probationary 3 month term;
  - Deliver group childcare programming for school children (ages 5 through 12);
  - Provide all furnishings required to operate the childcare facility;
  - Operate the centre on a financially self-sustaining basis, with the understanding that the School is not prepared to contribute any funding to the centre;
  - Assume responsibility for all childcare operational costs including purchase of all toys and equipment;
  - Have policies of inclusiveness and serve children with special needs as required, as well as those children with diverse ethnic and linguistic backgrounds; and,
  - Maintain at all times appropriate insurance coverage and submit copies to the School district at the time of yearly renewal.

## **4.0 Operator Selection Process**

- 4.1. The Parent Representative and the School Principal will make recommendations to the School District. The ultimate decision regarding the Society who will operate the childcare centre will reside with the School District.
- 4.2. The proposed timeline for the Society selection process is as follows (except for the "Deadline for Submissions" other dates are approximate and may change):
  - Date     Deadline for Submissions
  - Date     Applicant Interview (by phone or in-person), if required
  - Date     Recommendations to School District

## **5.0 Information Required in Proposal**

Proposals should contain the following information, as explained in 5.1 through 5.6, below. This information shall form the basis of, but not limit, the evaluation criteria.

### **5.1. Proponent**

- Name, statement of purpose, and philosophy of non-profit Society
- Current copy of Society's Charter and Bylaws, with date of registration and list of directors
- Copy of most recent annual report and audited financial statement of the Society

### **5.2. Program Philosophy and Management Concept**



- Description of Proponent's vision for operation of the childcare centre (including ages served, program overview, centre layout, and ways to maximize use of the resource)
- Description of Proponent's philosophy and past practice regarding staff education, personnel and hiring policies, staff salaries, parent involvement, safety and protection of children, service to children with special needs, service to a multicultural clientele, interaction with the School and broader community (and involvement with educational institutions)

5.3. Statement of Proponent's relationship to and familiarity with the Burnaby community.

#### 5.4. Operating Team

- Background on the experience and credentials of key people expected to be involved in the development and operation of the centre
- Name, telephone number, email and mailing addresses of key contact person(s) from the applicant Society and operating team (may or may not be the same person)

#### 5.5. Experience

- Description of Proponent's experience in developing and operating group childcare centres – including names, addresses, and summary information on the centres
- The names, addresses, and telephone numbers and other contact information of no fewer than 3 relevant references for whom the Proponent has provided, within the past 2 years, childcare centre operational or related services. It is the school's intent to check references, and to take the results into account in the selection process

#### 5.6. Financial Information

- Preliminary operating budget for the centre, showing projected staff salaries, maintenance and operating expenses, other costs, and anticipated childcare fees
- Information on the Proponent's experience, philosophy, and commitment regarding fundraising and grant writing to assist with the ongoing sustainability of the centre
- Commitment that the Society will obtain, at its own expense, insurance as outlined by the School District

### 6.0 General Information

- 6.1. Submissions to Sheri Brattston ([sheri.brattston@burnabyschools.ca](mailto:sheri.brattston@burnabyschools.ca)) clearly marked "Proposal for Operation of "name of Childcare Centre" will be received up to time and date.
- 6.2. All submissions received shall become the property of the Burnaby School District.
- 6.3. Applicants should include all information they wish the school to consider in their submissions. The School may request additional documentation if deemed necessary for clarification purposes.

- 6.4. Submissions must be signed by duly authorized persons representing the non-profit Society.
- 6.5. Inquiries about the selection process or RFP may be directed to:
- **Sheri Brattston**, Coordinator Community Services, 604.296.6900, ext 661029 – email: sheri.brattston@burnabyschools.ca
- 6.6. Lease cost will be (input cost here) per square foot.
- 6.7. There may be additional custodial cost when school is not in session.

## 7.0 Disclaimer

7.1. The Burnaby School District retains the right to reject any or all proposals received. The Burnaby School District and name Elementary School may select the proposal that, in its sole opinion and discretion, will provide the greatest benefit to the School and the residents of the community it serves. Without limiting the foregoing, the Burnaby School District and name Elementary School may take into consideration the following:

- The history and proven experience of the applicant both inside and outside of Burnaby;
- The financial strength of the applicant;
- Other matters and factors specified in Section 5.0;
- Any other matters of factors that the school considers relevant.

The applicant acknowledges and agrees that the School and School District decision shall be final and not subject to review or challenge.

## 8.0 Acceptance

- 8.1. All proposals shall remain open for acceptance by the school for no less than 14 calendar days from the closing date of this RFP. Only the issuance of a resulting Lease by the school to the Society shall constitute acceptance of the proposal. No other act by or on the part of any other party shall be binding to the Burnaby School District.
- 8.2. The school is not under any obligation to award a resulting Lease and reserves the right to terminate the RFP process at any time. Award of the Proposal in whole or in part may be contingent upon but not limited to:
- Burnaby School District approval;
  - Approval by the Burnaby School Trustees;
  - Receipt of at least three qualified Proposals.

## 9.0 Intent

It is the intent of this RFP to obtain offers for the scope of work stated above. This RFP is issued solely for the purpose of obtaining proposals; its issue does not confer any license or grant for any other purpose whatsoever.

## 10.0 Legal and Regulatory Compliance

The Society shall comply with all applicable federal, provincial, regional and municipal laws, regulations, bylaws and orders, and with all directions and orders of any body having jurisdiction.

#### **11.0 Business License**

The Society shall obtain and hold a valid Business License and contain an endorsement prohibiting cancellation, lapse, or adverse material change in coverage without 30 (thirty) days prior notice in writing to the Burnaby School District by registered mail.

## Appendix "D" – Capital Cost Model

### Childcare Ready Portables (Indicative Pricing)

#### Portable Cost Projections

<b>Norco Portables</b>		
per Unit		97,526.00
<b>Consultants</b>		
Architect	7,500.00	
Seismic	5,000.00	
Geo-Technical	4,000.00	
Civil	6,000.00	
Total	22,500.00	
<b>General Contractor</b>		
Transport & Installation	21,000.00	
Crane	10,000.00	
Civil	40,000.00	
Electrical / Fire	20,000.00	
Ramps / Stairs	12,000.00	
Gas	10,000.00	
Total	113,000.00	
<b>Owner Costs</b>		
Millwork	10,000.00	
Shutters	10,000.00	
Equipment	15,000.00	
Total	35,000.00	
<b>Project Contingency</b>		
15% Contingency	39,000.00	
Total	39,000.00	
<b>Grand Total / Unit</b>	<b>\$ 307,026.00</b>	

Portables	Quantity Discount
6 - 10 Units	97,526.00
11-18 Units	96,550.00
19-24 Units	95,575.00

#### Additional Cost Items:

- Program Supplies (estimate \$25,000 per Unit)
- Program Furniture & Equipment (estimate \$75,000 per Unit)
- Custodial Equipment (estimate \$7,500 per Unit)
- Capital Project Program Administration (entire project estimates \$35,000)

**Cost per Unit – all estimated costs including escalation: \$449,500 to \$500,000 per unit**



## Appendix "E" – SD41 Operated Cost Model

	Before & After School - School Days Only	Before & After School - School Days and Spring Break	Before & After School - School Days, Spring Break and Summer
<b>Program Details</b>			
Number of Portables	2	2	2
K-1 Students Accommodated	24	24	24
2+ Students Accommodates	30	30	30
Summer Student Accommodate			54
Monthly Charge to Parents (Includes early dismissal, and Pro-D days)	350	400	500
<b>Revenue</b>			
Program Charges	204,120	216,000	270,000
Total Revenue :	204,120	216,000	270,000
<b>Expenses</b>			
Program Direct Costs			
Education Assistants	136,241	152,212	216,096
Program Supplies & Snacks	10,000	10,000	12,000
Total Direct Expenses :	146,241	162,212	228,096
Overhead Costs			
Custodial Services	11,580	11,580	11,580
Building Maintenance	8,798	8,798	8,798
Total Overhead Costs :	20,378	20,378	20,378
Total Expenses :	166,619	182,590	248,475
<b>Remaining Funds (Operating / Capital Investment)</b>	<b>37,501</b>	<b>33,410</b>	<b>21,525</b>

Note: Program Administration Costs and funding source NOT included in centre budget summary



## Appendix "F" – Preliminary Portable Location plan

Armstrong Elementary School



Brantford Elementary School

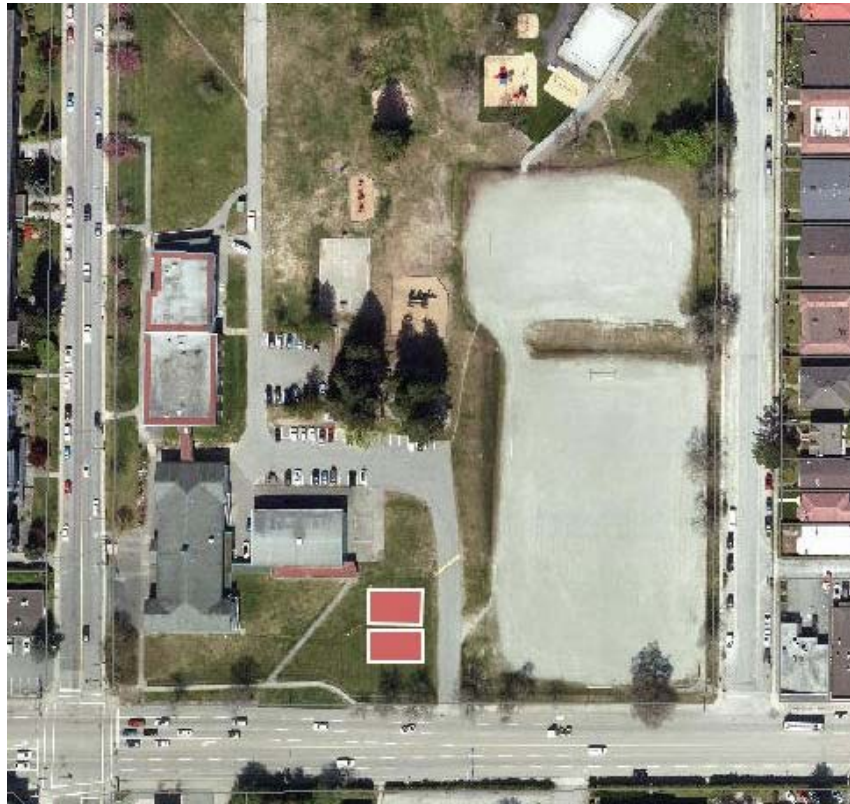




## Brentwood Park Elementary School

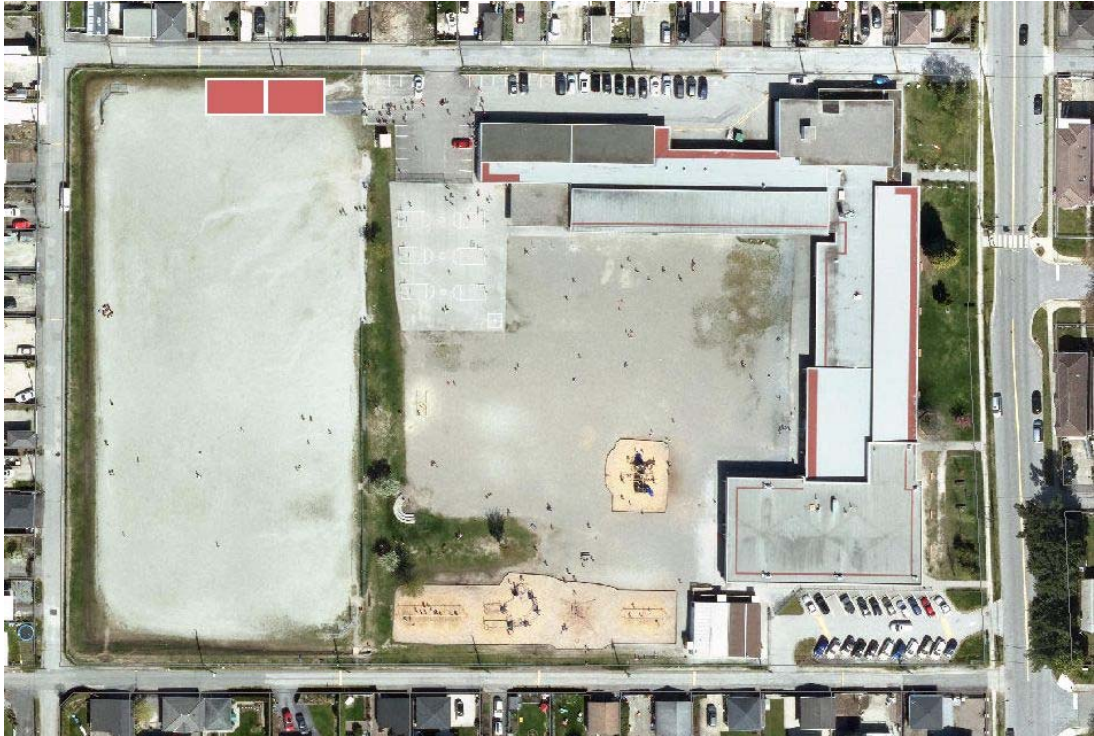


## Capitol Hill Elementary School





Cascade Heights Elementary School



Clinton Elementary School





## Gilmore Community School



## Lochdale Community School





Marlborough Elementary School



Rosser Elementary School





Stoney Creek Community School



Suncrest Elementary School





Taylor Park Elementary School



Twelfth Avenue Elementary School



## Westridge Elementary School





## Kitchener Elementary School



## Maywood Community School

