

KIWANIS DAYCARE

BUSINESS PLAN



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Confidentiality Agreement

The undersigned reader acknowledges that the information provided by Kiwanis Performing Arts Centre (KPAC) & Kiwanis Child Care Centre (KCCC) in this business plan is confidential; therefore, reader agrees not to disclose it without the express written permission of KPAC.

It is acknowledged by reader that information to be furnished in this business plan is in all respects confidential in nature, other than information which is in the public domain through other means and that any disclosure or use of same by reader may cause serious harm or damage to KPAC.

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Signature

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Executive Summary

The Kiwanis Childcare Centre (KCCC) stands as a cornerstone in Dawson Creek, BC, devoted to providing outstanding daycare services to our community. Our mid-sized facility caters to children from infancy to twelve years old, ensuring a nurturing and secure environment that grants parents peace of mind.

We propose a partnership with the city of Dawson Creek to establish a new daycare centre west of our current facility. The centre would be built by NUQO. Committed to excellence, KCCC goes beyond the conventional daycare experience. We prioritize safety and security, offering parents the assurance that their children are in capable and caring hands. Our vision extends beyond mere childcare; we aspire to create a supportive and enriching space where each child can thrive.

As we embark on an expansion journey, KCCC seeks not only to meet the growing demand for quality childcare but to elevate our services to new heights. With a focus on innovation, community engagement, and holistic child development, we are positioned to enhance the lives of the families we serve.

Join us in shaping a brighter future for the children of Dawson Creek through the Kiwanis Childcare Centre.

The Partnership

NUQO's ROLE:

- New Spaces Fund Application
 - Including: design, site plan/ floor plan, and budget
- General Contractor
 - Secure modular manufacturing, installation, site/civil works, etc.
- Project Management
 - Weekly meetings, communication with all parties, timelines, and operations

City of Dawson Creek's ROLE:

- Provider of land
 - Currently there is a vacant lot west of our daycare that would be suitable for the new building. This lot is located at the end 104th Ave and the 11th St. The lot backs onto our daycare playground and would tie nicely into our center. This lot is large enough for a new centre and parking.
- Submit New Spaces Fund Application
- Provide MOU to NUQO
- Provide zoning and bylaw exemptions *if needed*
 - NUQO can submit all required documents and complete applications as required.
- Maintain ownership of the new building and land

Kiwanis Childcare Centre's ROLE:

- Provide input to design childcare and positioning of the building/ site layout.
- Submit community care facility application to Northern Health
 - Childcare licensing application (NUQO can assist):
 - Application
 - Staff plan and monthly budget
 - Site plan and floor plan
 - Policies – *as required*
 - Society/ non-for-profit certification
- Provide supplementary documentation to the New Spaces Fund *if needed*.
- Provide waitlist stats and feasibility reports to articulate the current childcare need.

The Market

Dawson Creek's childcare landscape is dynamic and competitive, demanding a distinctive approach. Kiwanis Childcare Centre (KCCC) strategically employs two differentiating factors to stand out in this vibrant market.

- **Pricing Structure:** At KCCC, we embrace inclusivity through a pricing structure that incorporates the Childcare Fee Reduction Initiative. This approach not only makes quality childcare more accessible to a broader spectrum of families but also reflects our commitment to community welfare.
- **Caregiver-Parent Interaction:** Our second differentiation pillar centers around a commitment to unparalleled caregiver-parent interaction. KCCC is dedicated to infusing a parent-centric philosophy throughout the organization. Recognizing the pivotal role our caregivers play, we invest significantly in attracting and training the best talent. By prioritizing caregiver excellence, we ensure that every interaction—be it with children or parents—is an opportunity to leave a lasting positive impression. We believe that these impressions are the building blocks of parent satisfaction and organic word-of-mouth referrals within the community.
- **Performing Arts Integration:** What sets KCCC apart is our unique emphasis on performing arts. We are not just a daycare; we are a hub of creativity and expression. Children enrolled at KCCC have the exciting opportunity to participate in daytime programming that includes dance and music. Our commitment to fostering a love for the arts among our young charges adds an extra layer of enrichment to their daily experience.

As we navigate this competitive landscape, KCCC remains steadfast in its mission to not only meet but exceed the expectations of the families we serve. Through innovative approaches to pricing, unwavering dedication to exceptional caregiver-parent interaction, and the integration of performing arts into our daily programming, we aim to carve a distinct and memorable space for Kiwanis Child Care Centre in the hearts of Dawson Creek.

The Customers

At Kiwanis Child Care Centre (KCCC), our focus on customer segments is deliberate and tailored to the diverse needs of Dawson Creek's families. We identify two primary target customer segments:

Full-time Families (80%): Description: This segment comprises families with full-time commitments who seek reliable and comprehensive childcare solutions. These families entrust KCCC with the care and development of their children while navigating their daily responsibilities.

Service Forecast: Anticipated to contribute to 80% of our business, this segment represents a cornerstone of our clientele. KCCC recognizes the importance of offering dependable and high-quality childcare services to support the demanding schedules of full-time families.

Part-time Families (20% - Growing Segment): Description: The second target segment encompasses families with part-time childcare needs. Whether due to irregular work schedules or occasional commitments, these families seek flexible childcare solutions that align with their specific requirements.

Growth Projection: This dynamic segment is projected to grow at a rate of 20%, reflecting the evolving nature of work patterns and the increasing demand for personalized, part-time childcare services.

Kiwanis Childcare Centre

Objectives

Kiwanis Childcare Centre (KCCC) is dedicated to advancing the accessibility and quality of childcare services in Dawson Creek. Our overarching objective is to construct a comprehensive, full-service facility that addresses the pressing need for additional daycare spaces in our community.

Goals:

1. **Expand Capacity:** Add 21 high-quality daycare spaces to our existing facility, including the establishment of a new infant-toddler room. This expansion aligns with the growing demand for infant-toddler care in Dawson Creek and aims to bridge the gap in available spaces.
2. **Facility Construction:** Develop the infrastructure necessary to accommodate the new programs, including a purpose-built building equipped with modern amenities. This includes the provision of an accessible kitchen to enhance the overall experience for the children under our care.
3. **Maintain Before and After School Programs:** Uphold our commitment to the community by preserving the before and after school programs. This continuity ensures that KCCC remains a reliable and comprehensive childcare solution for families with diverse needs.

Context: Dawson Creek currently faces a shortage of childcare spaces, with a particular scarcity in infant-toddler care. Recognizing this gap, KCCC has expanded its services over the past 15+ years, including a recent foray into infant-toddler care. The positive response to this expansion underscores the significant demand for such services.

Vision: By continually expanding our offerings, focusing on infant-toddler care, and establishing cutting-edge facilities, KCCC aims to maintain its position as a leader in both educational and community services in Dawson Creek. This vision aligns with our longstanding commitment to providing quality childcare while evolving to meet the evolving needs of our community.

Mission

At Kiwanis Childcare Centre, our mission is to provide a safe and secure environment for children under our care, always ensuring their well-being. We recognize that close personal attention is fundamental to delivering a quality experience for each child. To achieve this, we are committed to maintaining adequate personnel levels, ensuring that every child receives the attention and supervision they deserve while in our care.

Building Expansion: KCCC is dedicated to continuous improvement and meeting the evolving needs of Dawson Creek's families. In pursuit of this commitment, we are embarking on the construction of a new building, designed to enhance our offerings and facilities.

Key Components of the New Building:

1. **Two 3-5 Years Old Classrooms:** Our new facility will feature two dedicated classrooms for 3–5-year-olds, each with a capacity of 25 children. This expansion will not only accommodate the growing demand for quality early childhood education but will also elevate the learning environment for our preschoolers.
2. **Kitchen and Staff Room:** The new building will house a fully equipped kitchen, ensuring that our children receive nutritious meals in a conducive environment. A dedicated staff room will provide our caregivers with a comfortable space to collaborate and recharge, fostering a positive and supportive work environment.

Optimizing Current Space: The relocation of our existing two 3-5 years old rooms to the new building allows for the reconfiguration of our current space, unlocking new possibilities.

Kiwanis Childcare Centre

1. **Expanded Infant Toddler Room:** By freeing up additional classroom space in our existing building, we can expand into another infant-toddler room. This expansion will add 12 more infant-toddler spaces, addressing the high demand for this specialized care in Dawson Creek.
2. **Preserving Before and After School Program:** The strategic rearrangement ensures the continuity of our before and after school program, maintaining our commitment to comprehensive childcare solutions for families with diverse needs.

Through these initiatives, KCCC strives not only to meet but to exceed the expectations of our community, providing a nurturing and enriching environment for children to thrive.

Keys to Success

At Kiwanis Childcare Centre, our success is intricately tied to our unwavering commitment to the well-being of the children we serve and our standing within the community. Key elements crucial to our success include:

1. **Reputable and Untarnished Community Presence:**
 - **Building Trust:** Maintaining a reputable and untarnished reputation in the community is paramount. We are committed to transparent and ethical practices, ensuring the trust and confidence of the families we serve.
 - **Community Engagement:** Active engagement with the community through transparent communication and involvement in local initiatives will further strengthen our ties and solidify our positive standing.
2. **Quality Care:**
 - **Child-Centric Approach:** Our dedication to quality care is at the core of our mission. We prioritize the well-being, development, and safety of each child under our care, fostering an environment that nurtures their individuality and potential.
 - **Continuous Improvement:** Regular training and professional development for our caregivers ensure that our commitment to quality care remains at the forefront of our operations.
3. **Affordable Childcare:**
 - **Inclusivity:** We recognize the importance of affordability in providing access to quality childcare for a diverse range of families. Our commitment to affordable childcare is rooted in inclusivity, making our services accessible to a broader spectrum of the community.
 - **Financial Responsibility:** Efficient financial management allows us to balance the provision of quality care with affordability, ensuring that families receive value without compromising on excellence.

At KCCC, these keys to success guide our daily operations, ensuring that we not only meet but exceed the expectations of our community. By upholding our reputation, delivering quality care, and making childcare accessible, we aim to remain a trusted partner in the growth and development of Dawson Creek's children.

Kiwanis Childcare Centre

Company Summary

Kiwanis Childcare Centre (KCCC) stands as a non-profit organization under the umbrella of the esteemed Kiwanis Performing Arts Centre. With a rich legacy in the childcare industry, KCCC has garnered extensive experience and maintained an exemplary reputation throughout its years of operation.

Operational Structure:

- **Non-Profit Entity:** As a non-profit entity, KCCC operates with a mission-driven focus, prioritizing the well-being and development of the children in our care above all else.
- **Affiliation with Kiwanis Performing Arts Centre:** The synergy between KCCC and the Kiwanis Performing Arts Centre extends beyond shared governance. While KCCC specializes in childcare, the Kiwanis Performing Arts Centre excels in sales, management, and financial administration. This collaborative approach ensures a seamless integration of expertise, allowing each entity to focus on its core competencies.

Experience and Reputation:

- **Extensive Industry Experience:** With a legacy spanning years, KCCC brings a wealth of knowledge and expertise to the childcare industry. Our team is dedicated to evolving with industry best practices, staying at the forefront of educational and childcare advancements.
- **Excellent Industry Reputation:** The trust we've earned from the community is a testament to our commitment to excellence. KCCC is proud to have maintained an excellent reputation within the childcare industry, reinforcing our standing as a reliable and trusted childcare provider.

Through the collaborative efforts of Kiwanis Childcare Centre and the Kiwanis Performing Arts Centre, we strive to not only meet but exceed the expectations of the families we serve. Together, we are dedicated to nurturing the potential of each child and contributing positively to the growth and development of Dawson Creek.

Company Ownership

Kiwanis Childcare Centre is under the ownership and governance of the Kiwanis Arts Centre Society, a non-profit society registered in the province of British Columbia, Canada. The Kiwanis Arts Centre Society brings a commitment to community service and a mission-driven ethos to the operation of KCCC.

Key Ownership Details:

- **Non-Profit Status:** As a non-profit society, the Kiwanis Arts Centre Society prioritizes community welfare and service over profit. This status underscores our dedication to providing quality childcare services while reinvesting any surplus into the continuous improvement of our facilities and programs.
- **Registered in British Columbia:** The Kiwanis Arts Centre Society is officially registered in the province of British Columbia, aligning with the regulatory requirements and standards set forth by the provincial authorities.

The ownership structure ensures a community-focused and mission-driven approach in the management and operation of Kiwanis Childcare Centre. The commitment of the Kiwanis Arts Centre Society to the well-being and development of Dawson Creek's children is at the heart of our organization.

Kiwanis Childcare Centre

Company History

Kiwanis Childcare Centre (KCCC) has been a cornerstone in the Dawson Creek community, providing essential childcare services for over 20 years. Currently, we offer 77 licensed childcare spaces, catering to the diverse needs of families in Dawson Creek and the surrounding area. Our services span across age groups, from 0 months to 12 years old, with operations divided into four different classrooms within our downtown Child Care space.

Philosophy and Approach: KCCC is committed to fostering supportive, nurturing, and responsive relationships between educators, children, and families. Our philosophy aims to create an environment where children can flourish, fostering a sense of belonging and encouraging self-directed play at their own pace. The daily schedule is designed to reflect the interests and needs of the children, striking a developmental balance between various activities.

Classroom Overview:

- *Little Pines Room (0-36 months):* Our newest addition, opened in November 2021, addresses the high demand for infant-toddler care in the community. With 12 licensed spaces, this room has quickly become a vital service, with a waitlist in place.
- *Rainbow Room and Safari Room (36 months to 5 years old):* These full-time program classrooms offer spaces for 21 and 20 children, respectively. KCCC is actively working to fill these rooms, and we eagerly anticipate the positive impact of the Child Care Fee Reduction Initiative on families.
- *Clubhouse Room (7 to 12 years old):* Designed for before and after school care, this room is licensed for 24 kids. Open year-round, KCCC operates from 7:30 am to 5:30 pm, Monday to Friday, providing flexibility to families.

Operational Highlights:

- *Year-Round Service:* KCCC operates year-round, offering full-time care during the school year and extending services during NID days and the summer months.
- *Quality Care Recognition:* Our Centre is renowned in the community for delivering high-quality care. Last year, in 2023, we employed 12 caregivers, including 2 ECE IT, 4 ECEs, 4 Assistant ECEs, and 2 responsible adults.
- *Inclusive Services:* As a non-profit entity, KCCC is committed to inclusivity, providing childcare services without discrimination based on various factors such as race, color, creed, age, sex, religion, gender identification, sexual orientation, or national affiliation.
- *Affordable Childcare Initiatives:* KCCC actively participates in programs such as the Affordable Child Care Benefit Program and the ECE Wage Enhancement Funding Program. Recently accepted into the latter, the program subsidizes a portion of wages for our ECEs and benefits families through the Fee Reduction Initiative.

As we reflect on our history, KCCC remains steadfast in its commitment to providing essential, high-quality childcare services that meet the evolving needs of Dawson Creek's families.

Services

Kiwanis Childcare Centre (KCCC) provides comprehensive child care services and community support for children aged from infants to 12 years old. Our operational hours are from 7:30 A.M. to 5:30 P.M., Monday through Friday.

Key Service Offerings:

1. Childcare Services:

- *Infants to 12 Years Old:* KCCC caters to the diverse age groups of infants to 12-year-olds, offering a range of programs designed to meet the developmental needs of each child.

2. Community Support:

- *Holistic Approach:* Beyond childcare, KCCC is committed to community support, fostering a holistic environment where children can flourish emotionally, socially, and cognitively.

3. Operating Hours:

- *Monday through Friday:* KCCC operates from 7:30 A.M. to 5:30 P.M., Monday through Friday, providing flexibility for working families and accommodating various schedules.

As a cornerstone in the Dawson Creek community, KCCC strives to create a nurturing and enriching environment for children, promoting their overall well-being and development.

Market Analysis Summary

The market for childcare services in Dawson Creek is enriched by a dynamic and diverse population, evident from the 2021 Canada Census data. This information forms the bedrock for comprehending the childcare needs within the community.

Demographic Overview:

- Total Population (2021): 11,706
- Age Group Distribution:
 - 0 to 14 years: 2,230

Census Families in Private Households:

- Total Census Families: 3,015

Family Structures:

- Married Couples with Kids: 900 families
- Common Law Couples with Children: 290 families
- One-Parent Families:
 - Women as the sole parent: 530 families
 - Men as the sole parent: 150 families

Children in Households:

- Total Number of Children in Households: 3,270

Market Implications:

1. **Growing Need for Childcare:** The 2021 Census reveals 2,230 children aged 0 to 14, emphasizing the demand for childcare services, especially for families in married and common-law relationships.
2. **Diverse Family Structures:** The variety of family compositions underscores the need for flexible childcare solutions catering to different household structures.
3. **Potential Client Base:** With a total of 3,270 children in households, KCCC recognizes a significant potential client base, highlighting the importance of offering comprehensive and high-quality child care services.

Community Profile – Dawson Creek: Dawson Creek presents a unique blend of opportunities in industry, adventure, recreation, and education, earning its title as "the Capital of the Peace" in Northeastern British Columbia. With world-class entertainment and recreation facilities, coupled with a growing employment market and low housing costs, Dawson Creek stands as an ideal location for families and businesses (source: [Dawson Creek Community Profile](#)).

Demographics:

- Population: 12,070 (Male: 5,940, Female: 6,130)

Family Demographics (Statistics Canada, 2016):

- **Couple-with-Children Economic Families (2020):**
 - Total: 1,240
 - Median Total Income: \$132,000
 - Median After-tax Income: \$114,000
 - Average Family Size: 3.9
- **One-Parent Economic Families (2020):**
 - Total: 700
 - Median Total Income: \$66,000
 - Median After-tax Income: \$61,600
 - Average Family Size: 2.7

Indigenous Ancestry (Statistics Canada, 2021):

- Total Indigenous Identity: 12,070 (Male: 5,940, Female: 6,130)
- First Nations (North American Indian): 1,020 (Male: 480, Female: 535)
- Métis: 735 (Male: 395, Female: 345)

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- Inuk (Inuit): 15 (Male: 10, Female: 0)
- Non-Indigenous Identity: 10,235 (Male: 5,030, Female: 5,210)

Childcare Spaces (October 2022):

- Dawson Creek Childcare Spaces:
 - Infant/Toddler Spaces: 79
 - 3-5 Years Spaces: 187
 - Pre-School Spaces: 48
 - Before/After School Care Spaces: 138

Strategic Considerations:

1. **Tailored Programs:** Designing programs that accommodate the specific needs of various family structures, including married couples, common-law couples, and single-parent families.
2. **Flexible Scheduling:** Recognizing diverse family arrangements and providing flexible scheduling options to accommodate families with varying work arrangements.
3. **Educational and Recreational Services:** Integrating educational and recreational components into childcare services to contribute to the holistic development of children.

In conclusion, the demographic insights from both the 2021 Canada Census and the Dawson Creek Community Profile underscore the significance of Kiwanis Childcare Centre in addressing the varied childcare needs within Dawson Creek. By strategically tailoring services to different family structures and age groups, KCCC is poised to become an essential and inclusive hub for childcare services in the community.

Market Segmentation

Kiwanis Childcare Centre (KCCC) is strategically focused on meeting the local demand for child care services in Dawson Creek by tailoring its offerings to different family needs. The market segmentation is designed to provide flexible solutions for both full-time and part-time families.

Full-Time Families: KCCC aims to establish a substantial and consistent client base with full-time families, recognizing the importance of building a healthy and stable revenue foundation. Key points for this segment include:

- **Client Base Focus:** KCCC prioritizes building a significantly large full-time client base, ensuring a reliable revenue stream that contributes to the long-term stability of the business.
- **Customer Relations Emphasis:** Recognizing the crucial role of customer satisfaction, KCCC places a strong emphasis on maintaining positive relationships with parents. The satisfaction of parents is integral to retaining children in the daycare center, reinforcing the importance of a content and loyal customer base.

Part-Time Families: While not the primary focus, KCCC acknowledges the importance of catering to part-time families and drop-ins, recognizing their contribution to approximately 20% of revenues. Key points for this segment include:

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- **Market Flexibility:** KCCC maintains sufficient flexibility in its operations to accommodate part-time workers and drop-ins, ensuring responsiveness to the needs of this secondary market.
- **Supplemental Revenues:** Part-time families and drop-ins contribute to supplemental revenues, adding a dynamic element to the overall financial picture of KCCC.

By understanding the unique needs of both full-time and part-time families, KCCC aims to create a versatile and inclusive childcare environment. The strategic focus on customer relations and market flexibility ensures that the center remains responsive to the diverse demands of the Dawson Creek community.

Service Business Analysis

The childcare industry in Dawson Creek is a lucrative and essential sector that addresses the needs of families in the community. Within this landscape, Kiwanis Childcare Centre (KCCC) operates in an environment where quality care is a common offering. The industry is characterized by a mix of large, commercially run centers and smaller, locally owned facilities. KCCC positions itself as a mid-sized center, focusing on quality and personalized care.

Competitive Landscape:

- **Competition Profile:** KCCC competes primarily with other mid-sized childcare centers in the area. The competition is intense, with each center vying to provide the highest quality of care to attract and retain families.
- **Market Confidence:** KCCC expresses confidence in its ability to succeed in this competitive environment, attributing its potential success to the quality of its managers and the competence of its Care Staff. Further details on the personnel can be found in the dedicated Personnel section.

Strategic Focus: KCCC's service business analysis is underpinned by several key strategic principles:

1. **Breaking the Cycle of Poverty:**
 - *Early Intervention:* KCCC positions itself as a catalyst for change by intervening at the beginning of a child's life. The organization aims to break the intergenerational cycle of poverty by providing crucial support to children and their parents.
2. **Focus on Critical Needs:**
 - *Comprehensive Approach:* KCCC prioritizes the critical needs of children and their families, offering services that encompass a holistic and integrated approach to healthy childhood. This approach addresses social, emotional, cognitive, physical, and cultural development.
3. **Community Engagement:**
 - *Neighborhood Improvement:* Kiwanis Performing Arts Centre (KPAC), as the umbrella organization, extends its impact beyond childcare. KPAC plays a role in organizing Dawson Creek, neighborhood by neighborhood, to enhance living conditions and foster a sense of community.
 - *Infrastructure Development:* KPAC actively engages residents in organizing and rebuilding basic community infrastructure. This community-centric approach reinforces KCCC's commitment to not only provide childcare services but also contribute to the overall well-being and development of the community.

In conclusion, KCCC navigates a competitive landscape by emphasizing quality, competent personnel, and a strategic focus that extends beyond traditional childcare services. Through its proactive interventions and community-centric initiatives, KCCC aims to make a meaningful impact on the lives of children and families in Dawson Creek

Strategy and Implementation Summary

Kiwanis Childcare Centre (KCCC) is strategically positioned to achieve success by prioritizing the creation of a safe and secure care environment for the children of its clients. The overarching goals of the center are two-fold,

ensuring a dual-sided approach that addresses both the concerns and expectations of parents and the well-being and development of the children.

Key Strategies:

1. **Safety and Security:** The cornerstone of KCCC's strategy is the unwavering commitment to providing a safe and secure care environment. Rigorous safety protocols and measures will be implemented to ensure the well-being of every child entrusted to the center's care.
2. **Personalized Attention:** Recognizing the importance of close personal attention, KCCC will foster an environment where each child receives individualized care and support. This personalized approach aims to create a nurturing atmosphere, fostering a sense of trust and comfort for both the children and their parents.

Dual-Sided Goals:

1. Parental Confidence and Satisfaction:

- **Communication Channels:** KCCC will establish effective communication channels to keep parents informed about their child's daily activities, developmental milestones, and any pertinent information. Regular updates and open lines of communication contribute to parental confidence in the care provided.
- **Parental Involvement:** Encouraging parental involvement in the center's activities and programs creates a sense of partnership between the center and the families it serves. This involvement enhances the overall experience for both parents and children.

2. Child-Centric, Safe, Educational, and Fun Experience:

- **Educational Programming:** KCCC will implement age-appropriate educational programs that stimulate cognitive, emotional, and social development. Educational activities and materials will be thoughtfully integrated to make learning an engaging and enjoyable experience.
- **Recreational Opportunities:** Recognizing the importance of fun and recreation in a child's development, KCCC will provide a range of recreational activities and play opportunities. These activities contribute to the holistic well-being of the child.

Implementation Steps:

1. **Training and Development:** The center's staff will undergo continuous training and professional development to stay abreast of the latest childcare best practices, safety protocols, and educational methodologies.
2. **Facility Enhancement:** Ongoing improvements to the physical environment, including age-appropriate play areas, educational spaces, and safety enhancements, will be prioritized to ensure the well-being and enjoyment of the children.
3. **Feedback Mechanisms:** Implementing feedback mechanisms, such as surveys and regular meetings with parents, will be integral to the continuous improvement of services and the alignment of the center's offerings with the expectations of its clients.

In conclusion, KCCC's strategy revolves around creating a child-centric, safe, and educational environment while fostering strong relationships with parents. Through careful implementation and a commitment to ongoing improvement, KCCC aims to provide a positive and enriching experience for both children and their families.

Competitive Edge

Kiwanis Childcare Centre (KCCC) distinguishes itself through a robust commitment to ensuring the highest standards of safety, professionalism, and regulatory compliance. The center's competitive edge is fortified by two key pillars:

1. Licensing and Certifications:

- **Comprehensive Compliance:** KCCC prioritizes the attainment of all necessary licensing and certifications required to operate as a childcare facility. This commitment extends beyond meeting minimum regulatory standards, aiming for a comprehensive compliance approach to ensure the well-being of every child in its care.
- **Continuous Monitoring:** The center engages in ongoing monitoring and evaluation to stay abreast of any changes in regulations and standards. This proactive approach ensures that KCCC maintains a cutting-edge position in regulatory compliance, exceeding the expectations set by governing bodies.

2. Thorough Pre-Hire Background Screenings:

- **Stringent Hiring Protocols:** KCCC recognizes that the quality of its staff is paramount to the success of its childcare services. To this end, the center implements thorough pre-hire background screenings on all individuals seeking employment. This stringent process is designed to guarantee that every staff member embodies the highest standards of professionalism, trustworthiness, and dedication to childcare.
- **Ensuring Child Safety:** By conducting rigorous background checks, KCCC creates a safe and secure environment for children, instilling confidence in parents that their children are under the care of qualified and trustworthy individuals. This commitment to staff vetting is a proactive measure to prevent any potential risks to the well-being of the children.

Continuous Improvement: KCCC's commitment to maintaining a competitive edge does not end with initial licensing and background screenings. The center places a strong emphasis on continuous improvement in all facets of its operations. This includes staying informed about evolving best practices in childcare, incorporating feedback from parents and staff, and regularly reassessing internal processes to uphold the highest standards.

By prioritizing licensing, certifications, and rigorous staff vetting, KCCC establishes a competitive edge that not only meets but exceeds industry standards. This unwavering commitment to excellence in regulatory compliance and staff quality positions KCCC as a trusted and reliable childcare provider in Dawson Creek.

Marketing Strategy

Kiwanis Childcare Centre (KCCC) employs a multifaceted marketing strategy that centers around building strong connections with parents, fostering community engagement, and leveraging word-of-mouth incentives. The key components of KCCC's marketing strategy include:

1. Word of Mouth Incentives for Parents:

- **Parent Referral Programs:** KCCC recognizes the power of positive word of mouth in building trust within the community. To encourage parents to share their positive experiences, the center implements referral programs that offer incentives for successful referrals. This not only strengthens the existing parent community but also expands the reach of KCCC through personal recommendations.

- Testimonials and Success Stories: Actively collecting and showcasing testimonials and success stories from satisfied parents adds authenticity to the word-of-mouth marketing approach. These testimonials serve as a powerful tool in assuring potential clients of the quality care and positive experiences provided by KCCC.

2. Community Involvement:

- Local Partnerships: KCCC actively engages with local businesses, organizations, and schools to establish partnerships that enhance community awareness. Collaborative efforts with other entities in Dawson Creek contribute to a network of support and recognition for KCCC within the local community.
- Participation in Community Events: Actively participating in community events and hosting special functions not only raises awareness about KCCC but also demonstrates the center's commitment to being an integral part of Dawson Creek. This involvement fosters a sense of community belonging and strengthens the center's connection with families.

3. Online Presence and social media:

- Informative Website: Maintaining an informative and user-friendly website is crucial for prospective parents seeking information about childcare options. KCCC's website serves as a comprehensive resource, providing details about programs, staff, safety measures, and the center's overall philosophy. Kpacdc.ca
- Active Social Media Presence: Leveraging social media platforms allows KCCC to connect with the community on a more personal level. Regular updates, engaging content, and real-time communication help build a digital community and keep parents informed about the latest happenings at the center. Kpacdc.ca

Continuous Evaluation and Adaptation: KCCC recognizes the dynamic nature of marketing and commits to continuous evaluation and adaptation of its strategies. This involves monitoring the effectiveness of various initiatives, gathering feedback from parents, and staying attuned to the evolving needs and expectations of the community.

By combining word-of-mouth incentives, community involvement, and a strong online presence, KCCC aims to create a comprehensive marketing strategy that not only attracts new families but also strengthens the bonds with the existing parent community.

Sales Strategy

KCCC will make a significant profit through the excellent care of children. The company will see profit within the first year of this plan due to beneficial word-of-mouth advertising. The company expects to double its' clientele every six months, for the first 18 months.

Kiwanis Childcare Centre

Sales Forecast

Kiwanis Performing Arts Centre

Comparative Year to Year with Projections

	Actual Jul 01, 2020 to Jun 30, 2021	Actual Jul 01, 2021 to Jun 30, 2022	Actual Jul 01, 2022 to Jun 30, 2023	Actual Jul 01, 2023 to Nov 30, 2023	Budgeted Jul 1, 2023 to Jun 30, 2024	Projected Numbers for New Project
REVENUE						
BC Gaming - Grant	\$17,850.00	\$0.00	\$49,350.00	\$0.00	\$51,436.61	\$51,436.61
Grants Other	\$23,975.00	\$33,561.00	\$17,500.00	\$0.00	\$0.00	\$0.00
Vancouver Foundation Grant	\$0.00	\$0.00	\$0.00	\$24,000.00	\$24,000.00	\$24,000.00
United Way Grant - IT Expansion	\$0.00	\$0.00	\$69,741.00	\$0.00	\$30,000.00	\$0.00
Daycare Wage Enhancement	\$0.00	\$33,198.85	\$47,686.32	\$21,107.96	\$85,107.96	\$110,400.00
Daycare Income - Operating Grant	\$0.00	\$48,035.78	\$76,841.10	\$38,783.50	\$83,000.00	\$170,108.00
Day Care Income	\$313,979.18	\$326,716.69	\$435,272.60	\$245,863.82	\$605,000.00	\$1,069,845.00
Late Fees-Daycare	\$1,623.60	\$1,511.05	\$554.99	\$171.21	\$595.00	\$595.00
Fee Admin Topup - Daycare	\$0.00	\$7,627.36	\$25,258.72	\$16,555.94	\$39,000.00	\$73,577.00
TOTAL REVENUE	\$357,427.78	\$450,650.73	\$722,204.73	\$346,482.43	\$918,139.57	\$1,499,961.61
Notes	IT Room opened Nov 2021		Second 3-5 Room	opened eased enrollments in rooms	Second IT room planned	3: IT Rooms - 12 Per
	Wage Enhancement \$2/hr then \$4/hr					2: 3-5 Rooms - 25 Per
	Fee Increase					1: School Age - 20

Kiwanis Childcare Centre

Milestones

PROJECT GOALS:

- NUQO to assist with community goals in creating high-quality childcare Dawson Creek.
- NUQO to support local KCCC in expanding their childcare operations.
- Childcare operations will provide the community with affordable high-quality childcare.

Providing a project to the operator helps with forgoing commercial lease prices which in turn would help keep childcare affordable.

Management Summary

Johanna Martens - Executive Director

As the Executive Director, Johanna Martens brings a wealth of experience and a passion for the arts to the Kiwanis Childcare Centre. With a focus on creating a nurturing environment, Johanna is dedicated to ensuring the center's commitment to both artistic and holistic child development.

Charlee Burton - Childcare Centre Manager

Charlee Burton, in her role as Childcare Centre Manager, oversees the day-to-day operations, ensuring a safe and stimulating environment for our children. Charlee's commitment to early childhood education, coupled with her managerial skills, ensures the center's success in providing quality care.

Fallon Berg - HR and Financial Manager

Fallon Berg, as HR and Financial Manager, plays a crucial role in the center's sustainability. Her expertise in fiscal management, coupled with a keen understanding of human resources, ensures a well-balanced and financially sound operation. Fallon's dedication to the center's mission is integral to its success.

Together, Johanna, Charlee, and Fallon form a dynamic leadership team committed to the holistic development of children at the Kiwanis Childcare Centre. Their collaborative efforts ensure that the center not only meets but exceeds the highest standards in childcare and arts education.

Financial Plan

The Kiwanis Childcare Centre has consistently demonstrated fiscal responsibility by maintaining a harmonious balance between our revenue and expenses. Our operational funding is supported by various annual grants, including the BC Gaming grant, BC Childcare operating grant, and the BC Early Childhood Educator wage enhancement.

The BC Gaming and operating grants play a pivotal role in subsidizing our operational costs, ensuring the sustainability of our childcare services. Additionally, the wage enhancement grant contributes to the welfare of our Early Childhood Educators (ECEs) by topping off their wages with an additional \$6 per hour.

In our ongoing commitment to excellence, we actively seek additional grants for special projects and enhancements to our center. This initiative-taking approach allows us to explore opportunities for growth, development, and the continual improvement of the services we provide.

Kiwanis Childcare Centre

Executive Summary

The Kiwanis Childcare Centre (KCCC) stands as a foundational pillar in Dawson Creek, BC, committed to delivering exceptional daycare services to our community. Operating with a mid-sized facility, we cater to children from infancy to twelve years old, prioritizing a nurturing and secure environment that instills peace of mind for parents.

Proposing a forward-thinking partnership with the city of Dawson Creek, KCCC envisions the establishment of a new daycare centre west of our existing facility. Our dedication to excellence goes beyond conventional daycare experiences, focusing on safety, security, and the creation of a supportive space where each child can thrive.

Financially responsible, KCCC maintains a delicate balance between revenue and expenses, relying on annual grants such as the BC Gaming grant, BC Childcare operating grant, and the BC Early Childhood Educator wage enhancement. These grants, particularly the BC Gaming and operating grants, subsidize operational costs, while the wage enhancement grant uplifts the wages of our dedicated Early Childhood Educators.

In our expansion journey, KCCC seeks not only to meet the increasing demand for quality childcare but to elevate our services. Embracing innovation, community engagement, and holistic child development, we are poised to enhance the lives of the families we serve. Actively seeking additional grants for special projects and center enhancements, our goal is to continually improve and grow.

Moreover, this expansion project is a win for the city of Dawson Creek politically, demonstrating crucial support for childcare initiatives within our community. Together, we provide a nurturing and enriching environment that fosters the holistic development of every child in our care.

Supporting document:

- Child care action plan