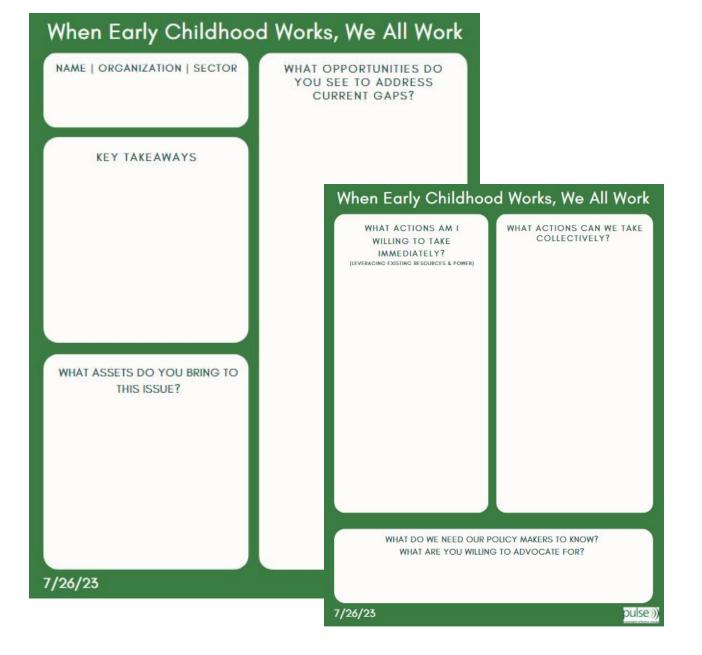
SOLVING REGION 8'S CHILD CARE CRISIS





GUIDED WORK

WAYS TO PARTICIPATE



We want to hear from you!

Scan this QR code to tell us about your experience



I liked...

I wished...

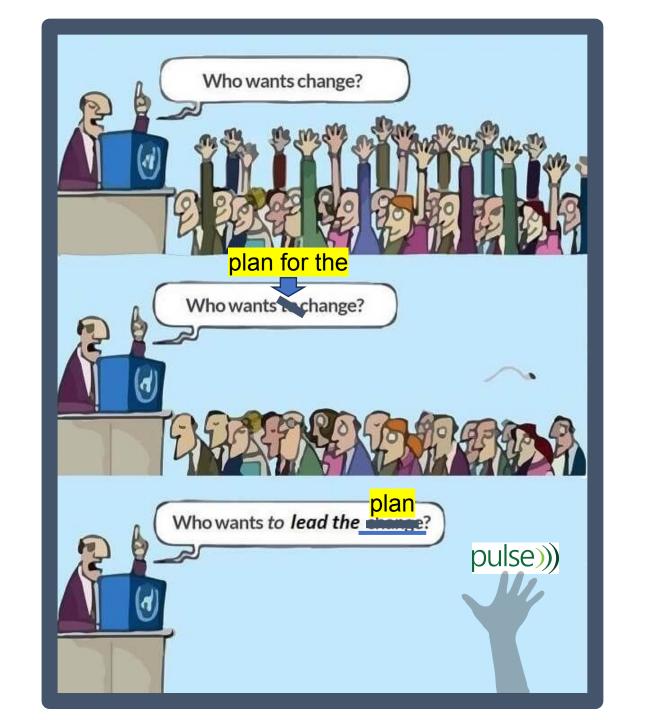
I wonder...

ONLINE



OURS IS NOT THE TASK OF FIXING THE ENTIRE WORLD ALL AT ONCE, BUT OF STRETCHING OUT TO MEND THE PART OF THE WORLD THAT IS WITHIN OUR REACH.

Clarissa Pinkola Estes





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Kelli Adams Employer Resource Network | Upjohn Institute

> Erika Burkhardt Early Childhood Support Network

> > Bronwyn Drost Southwest Michigan First

> > > Marcie Gillette City of Battle Creek

Heather Ignash Battle Creek Unlimited

Ashley Iovenio Michigan Works! | Upjohn Institute

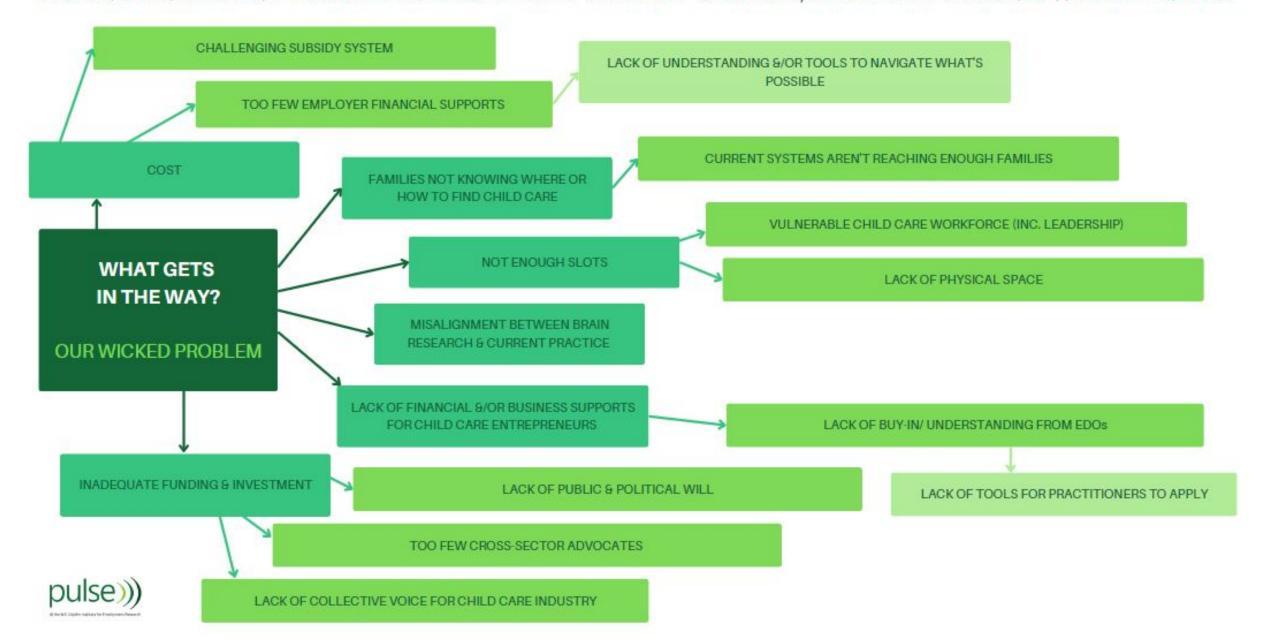
> Megan Russell Johnson WK Kellogg Foundation

> > Andrew Robinson Mosaic CCDA

WHO IS PULSE?



OUR GOAL:
REGION 8 FAMILIES HAVE EQUITABLE ACCESS TO CHILD CARE THAT IS QUALITY, AFFORDABLE & ALIGNED WITH THEIR NEEDS.



When Early Childhood Works, We All Work

pulse)))

REGIONAL CHILD CARE PLAN

OUR CHARGE:

Build & support a coalition committed to collectively developing a plan that is reflective of family voice. A coalition whose goal is to accelerate community-level, cross-sector efforts to address the child care crisis. Ultimately our collective efforts will expand access to quality, affordable child care for working families in MEDC's Region 8.

MEDC's Region 8 includes: Berrien, Branch, Calhoun, Cass, Kalamazoo, St. Joseph & Van Buren Counties

When Early Childhood Works, We All Work



REGION 8 ANSWERING THE CALL: WHAT'S NECESSARY TO BUILD A STRONG CHILD CARE SYSTEM?

a good plan always begins with the right questions

- What is the current state of child care in the region?
- What existing resources, policies & practices support a child care friendly region?
- What existing resources, policies & practices can we realign to improve regional conditions?
- What new resources are needed to innovate, fill gaps & create systemic change?
- What change do we need to collectively advocate for?

our timeline: plan submission by 12/31/23



REGION 8 CHILD CARE PLAN ELEMENTS



child care landscape



gap identification



regional best practices



opportunities

PROGRAMMING FUNDING ADVOCACY



Creating Region 8's Child Care Landscape:

critical perspectives in understanding the landscape

FAMILIES

Stanford University RAPID-EC Surveys (May 2023)

CHILD CARE BUSINESS OWNERS

Childcare Survey, conducted by Lis Tobia (May 2023)

ECONOMIC DEVELOPERS

EDO Assessment (developed by Pulse, TA workshop or self-directed)

MUNICIPAL LEADERS

Municipal Assessment (customized by Pulse from NLC workbook, TA workshop or self-directed)

INTERMEDIARIES

Intermediary Survey (developed by Pulse in partnership w/ Erika Burkhardt & Lis Tobia (conducted June 2023)



BEFORE THE PANDEMIC, U.S. CHILD CARE WAS ALREADY CONSIDERED BROKEN.

The U.S. spent less on child care than any other developed country. Demand for infant care - the costliest care with the lowest teacher ratios - remained high, and spots were in short supply.









SO WHERE DO WE STAND?

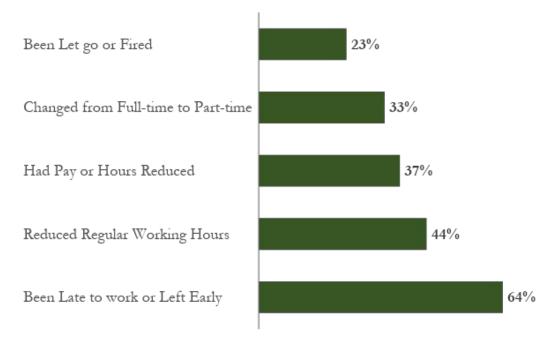
UNDERSTANDING SUPPLY & DEMAND

THE NATIONAL LANDSCAPE



THE **\$122 BILLION** ELEPHANT IN THE ROOM For Infant-Toddler Child Care

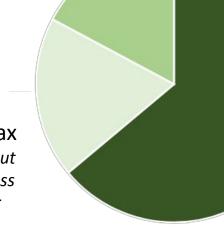
PERCENTAGE OF POLL RESPONDS' IMPACT OF INSUFFICIENT AND COSTLY CHILDCARE



\$23 BILLION Lost

Business Revenue

...because of hiring costs associated with parents leaving the workforce and lower working hours



Income and Sales Tax ...because parents without enough child care earn less and consume less in their

\$21 BILLION Lost

communities

\$78 BILLION Lost Household Income

...because earnings are foregone after reducing hours or pay to care for children

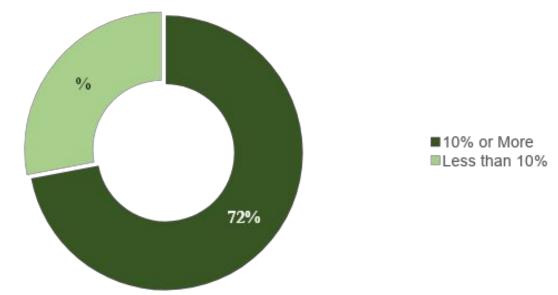


Although wages are low in the child care industry, that does not mean child care is affordable to families in the United States.

7%

of Household Income Spent on Child Care is deemed affordable by the Department of Health and Human Services (DHHS), However:

72% of Families spend more than 10% of their income on child care

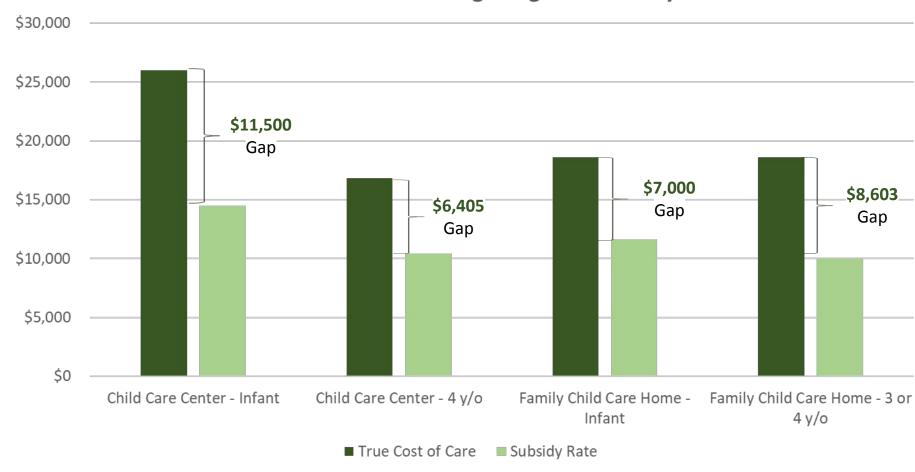


THE TRUE COST OF CARE IN MICHIGAN



When accounting for living wages for early childhood education (ECE) workers in centers that meet minimum state licensing standards, the gap between costs and subsidy rates grow.

True Cost of Care in Michigan against Subsidy Rate



CONTEXTUALIZING THE STATE CHILD CARE PROBLEM



The State of Michigan, on many indicators, is worse off than the national average for child care costs and overall child well-being...

\$3 BILLION

In lost State Economic Activity as a result of the Child Care Crisis

32%

of Michigan children have parents who lack secure employment

 $44^{0}/_{0}$

of Michiganders live in a **Child Care Desert**

55%

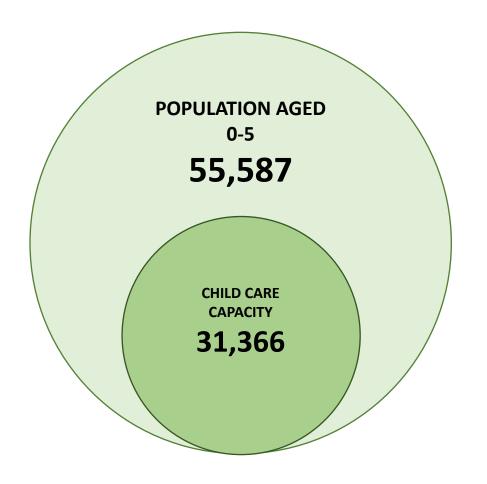
of Michigan children age 3 and 4 are **not in school** 18%

of Michigan children live in poverty

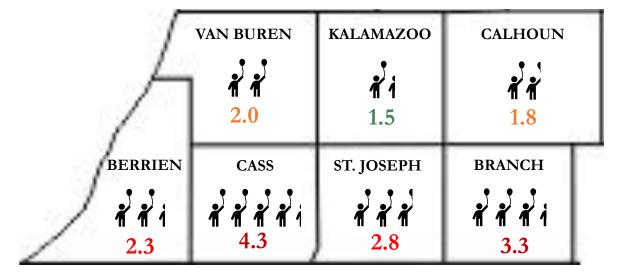
Southwest Michigan is not Immune to the same problems...



Regionally, there is child care capacity for only 56% of the population aged 0-5. The gap in capacity is far more persistent in Southwest Michigan's rural counties.



CHILDREN PER SEAT, BY COUNTY



CHILD CARE CAPACITY BY COUNTY



The number of child care seats by county based on their population aged 0-5 does not meet demand, particularly in counties such as Cass with seats for only **23%** of their children.

Childcare Seats as a Proportion of Population Aged 0-5 by County



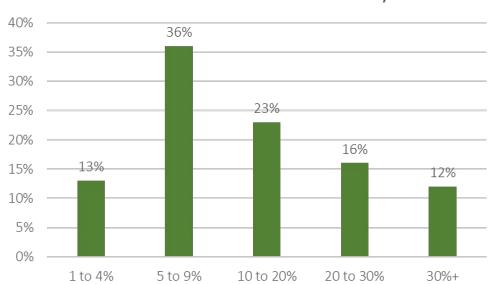
KALAMAZOO COUNTY PROFILE





The distribution of child care facilities in Kalamazoo County aligns relatively well with the distribution of the workforce throughout the county, and facility distribution is close to being adequate.

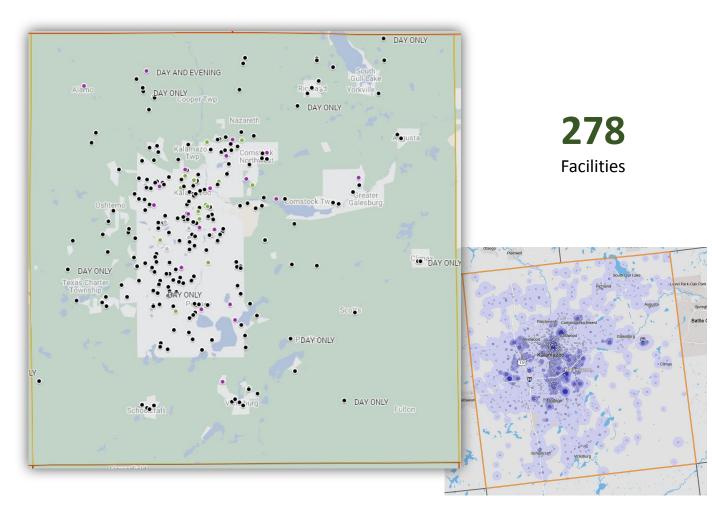
Percent of household income spent on Child Care in Kalamazoo County



54%

of respondents pay more than 10% of Household Income on Child Care 18%

of respondents had difficulty finding a provider accepting state subsidies



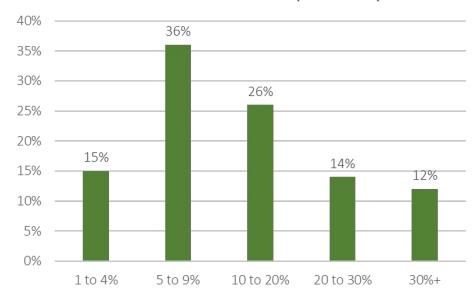
ST. JOSEPH COUNTY





The distribution of child care facilities in St. Joseph County roughly aligns with the distribution of the workforce throughout the county, however facility distribution is still inadequate.

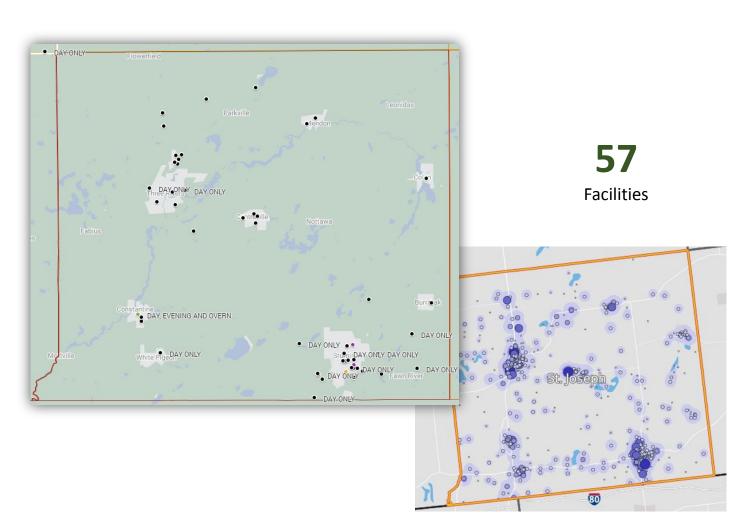
Percent of household income spent on Child Care in St. Joseph County



52%

of respondents pay more than 10% of Household Income on Child Care **15%**

of respondents had difficulty finding a provider accepting state subsidies



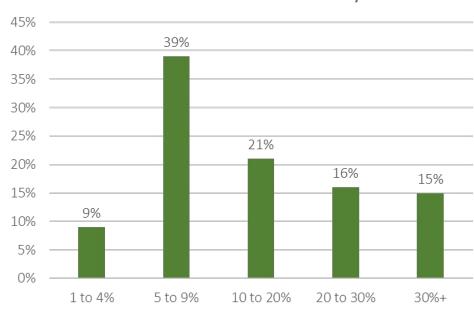
CASS COUNTY PROFILE





The distribution of child care facilities in Cass County sparsely aligns with the distribution of the workforce throughout the county, and the number of facilities is woefully inadequate.

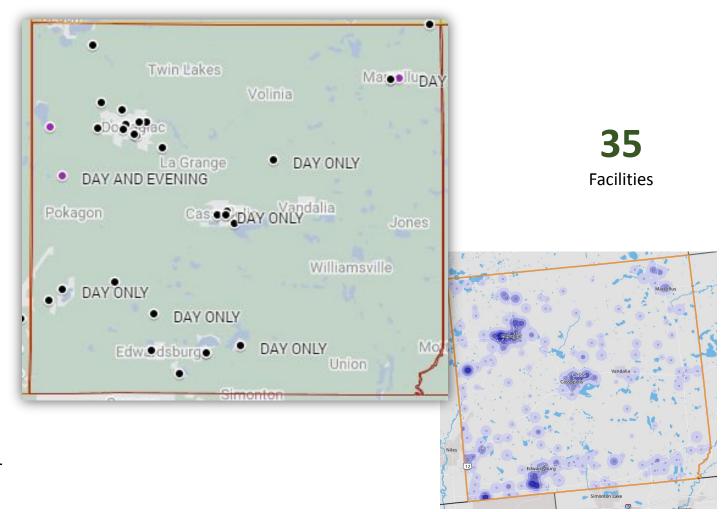
Percent of household income spent on Child Care in Cass County



52%

of respondents pay more than 10% of Household Income on Child Care 33%

of respondents had difficulty finding a provider accepting state subsidies

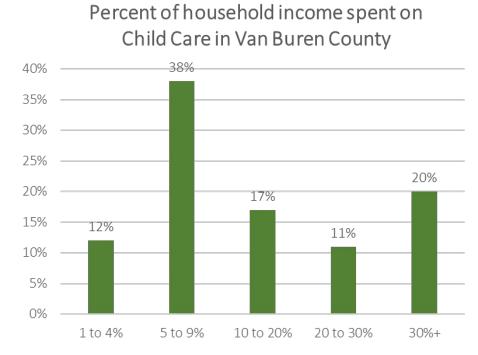


VAN BUREN COUNTY PROFILE



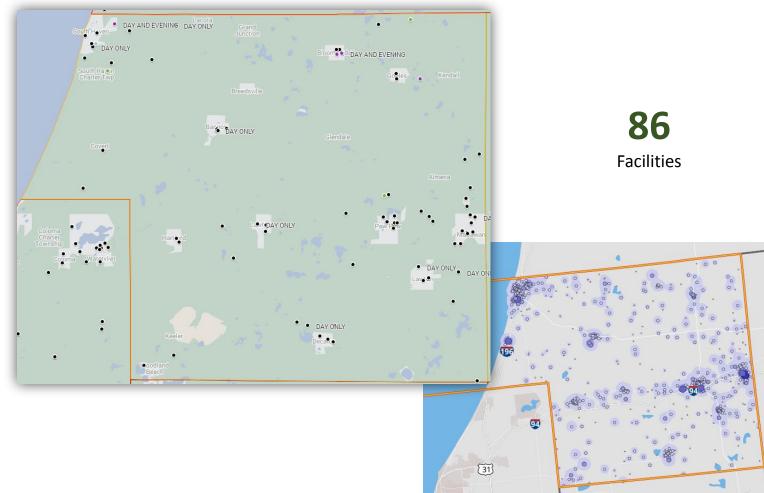


The distribution of child care facilities in Van Buren County moderately aligns with the distribution of the workforce throughout the county, however the # of facilities is not sufficient.



20%

of respondents had difficulty finding a provider accepting state subsidies



48%
of respondents pay more
than 10% of Household
Income on Child Care

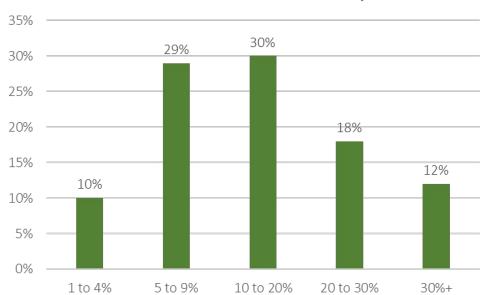
BERRIEN COUNTY PROFILE





The distribution of child care facilities in Berrien County moderately aligns with the distribution of the workforce throughout the county, but the number of facilities distribution is inadequate.

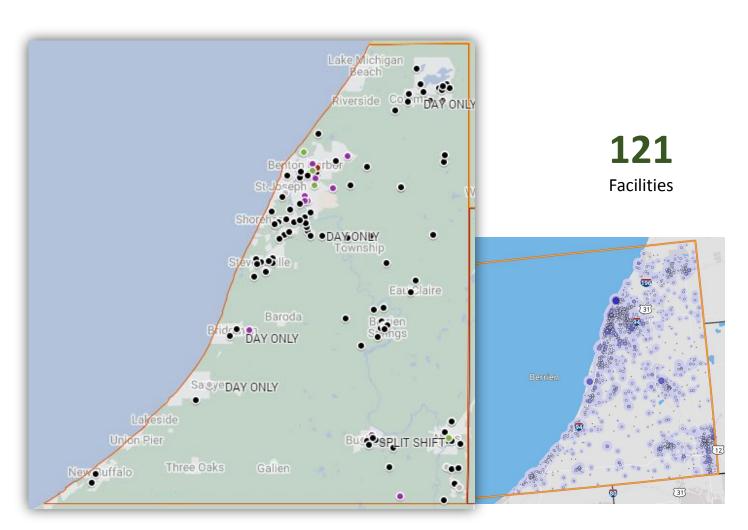
Percent of household income spent on Child Care in Berrien County



60%

of respondents pay more than 10% of Household Income on Child Care 34%

of respondents had difficulty finding a provider accepting state subsidies



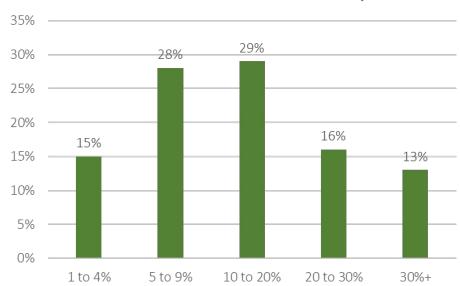
CALHOUN COUNTY





The distribution of child care facilities in Calhoun County aligns relatively well with the distribution of the workforce throughout the county, and the number of facilities is close to adequate.

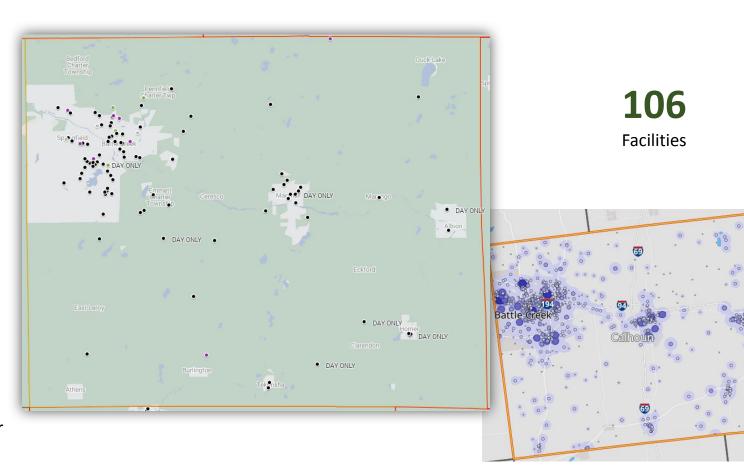
Percent of household income spent on Child Care in Calhoun County



58%

of respondents pay more than 10% of Household Income on Child Care 21%

of respondents had difficulty finding a provider accepting state subsidies



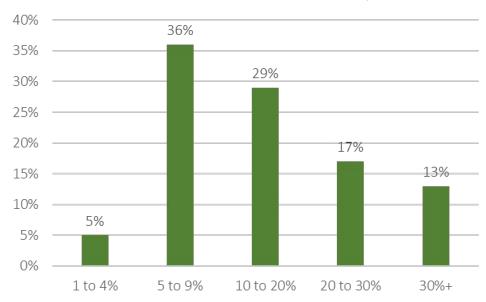
BRANCH COUNTY PROFILE





The distribution of child care facilities in Branch county sparsely aligns with the distribution of the workforce throughout the county, and the number of facilities is woefully inadequate.

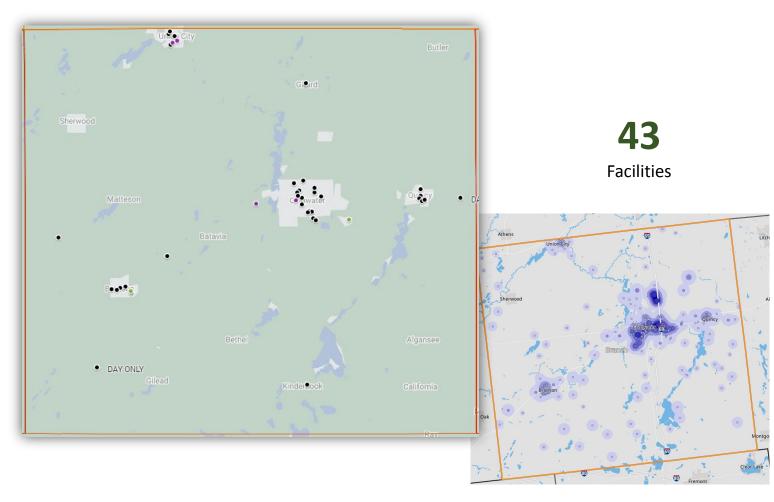
Percent of household income spent on Child Care in Branch County



59% of respondents pay m

of respondents pay more than 10% of Household Income on Child Care 24%

of respondents had difficulty finding a provider accepting state subsidies

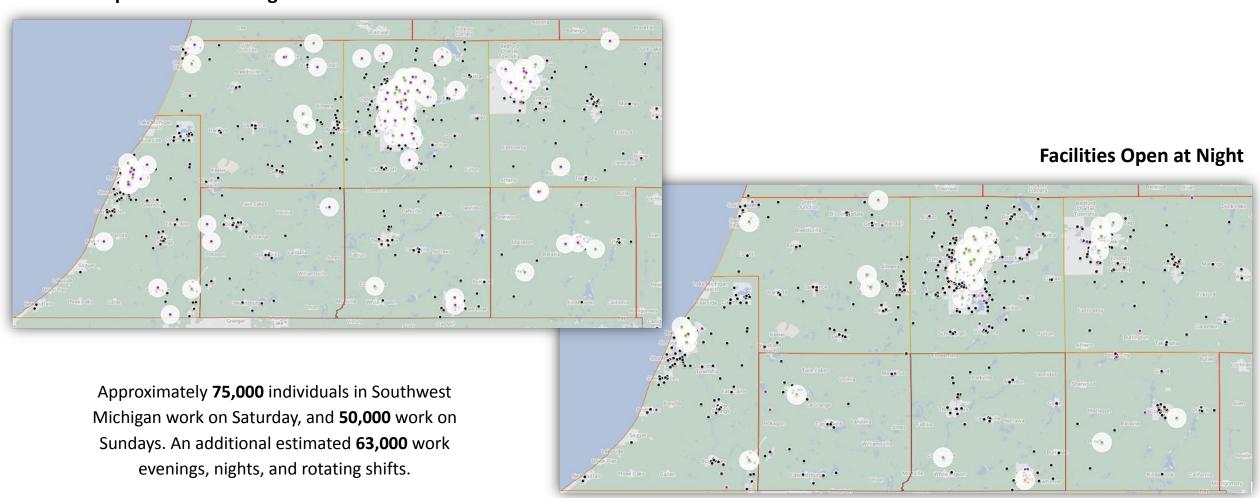


SOUTHWEST MICHIGAN CHILD CARE FACILITIES

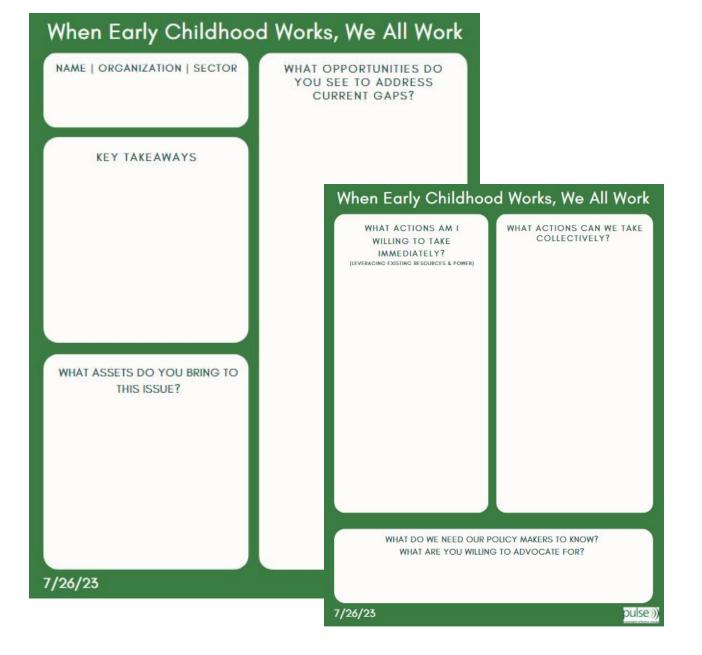


The availability of child care facilities during non-traditional hours in Southwest Michigan is insufficient for demand. 93% of Child Care Facilities in Southwest Michigan are not open on Sunday, and 95% are not open on Saturday.

Facilities Open in the Evening







GUIDED WORK

WAYS TO PARTICIPATE



We want to hear from you!

Scan this QR code to tell us about your experience



I liked...

I wished...

I wonder...

ONLINE

Can we all agree that in 2018 not a single person got the answer correct to "where do you see yourself in five years?"

...AND WORKPLACES, SCHOOLS AND CHILD CARES CLOSED THEIR DOORS.



The lockdown phase of the COVID-19 pandemic shifted child care burdens back home.

BUT NOT FOR EVERYONE

WOMEN BORE THE BRUNT OF UNEMPLOYMENT.



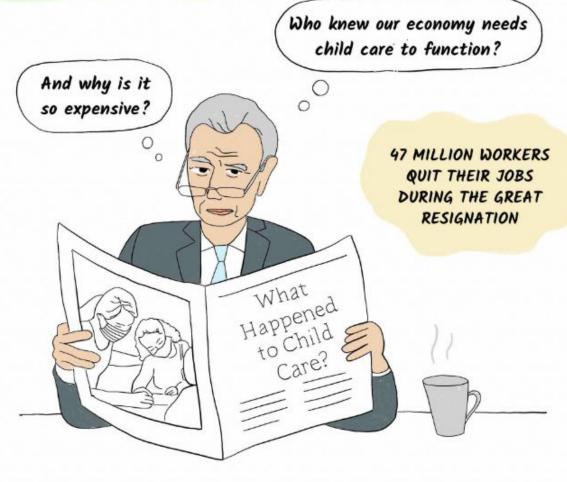
TWO YEARS AFTER THE
PANDEMIC, ALMOST 2 MILLION
HAD LEFT THEIR JOBS.

CHILD CARE, IT TURNS OUT, IS AN ECONOMIC ISSUE.



FAMILIES ARE MAKING TOUGH CHOICES EVERY DAY

EMPLOYERS SCRAMBLED TO FILL WORKERS' SPOTS.



Child care became a front and center issue. Some newsrooms were covering this issue in-depth for the first time.

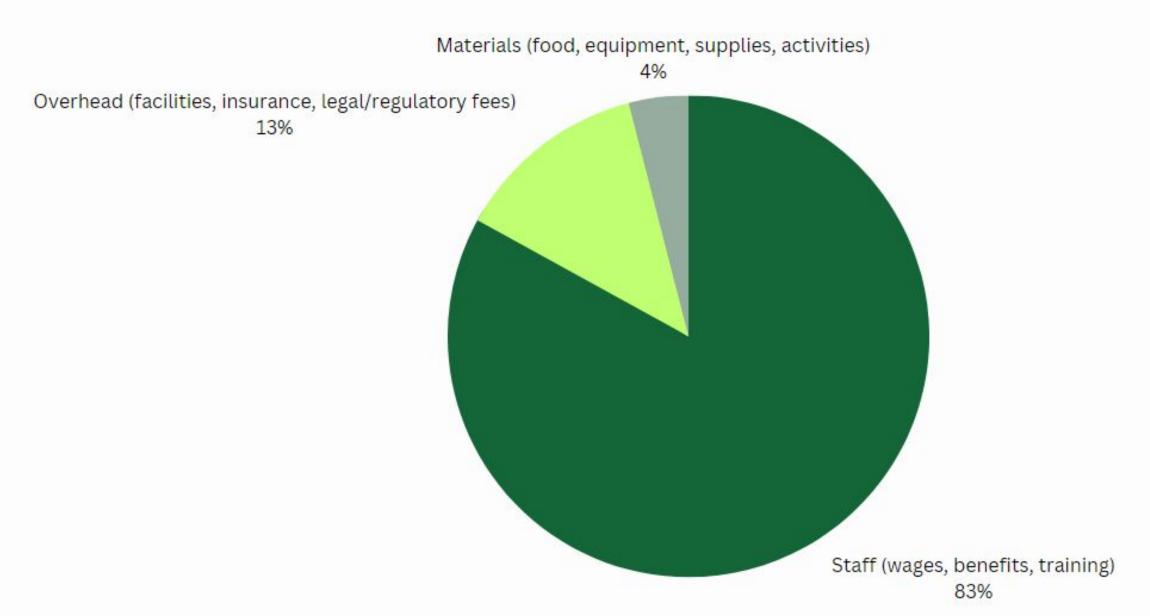
BUT CHILD CARE, TOO, FACED A WORKER SHORTAGE



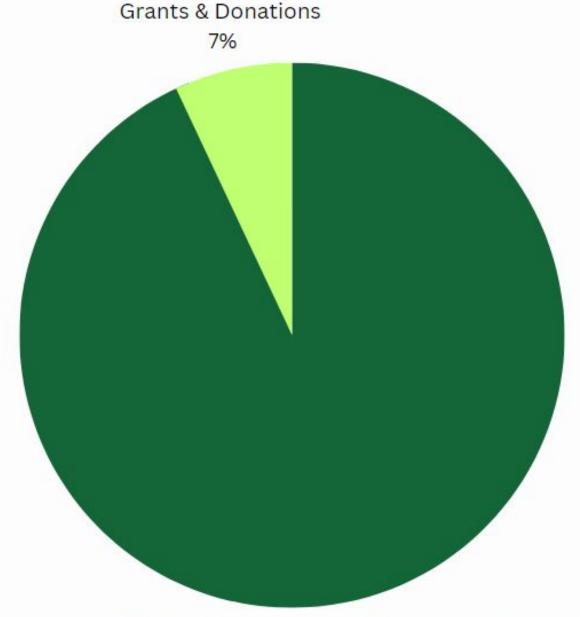
EMPLOYERS TAKING NOTICE AND TAKING ACTION

ANDY RICHARDS, COO DUNCAN AVIATION MEMBER OF PULSE'S CHILD CARE CHAMPIONS ACTION GROUP

THE COST OF CARING FOR CHILDREN



THE BUSINESS OF CHILD CARE: SOURCES OF REVENUE



Tuition & Fees (payments from or for families) 93%



State Subsidy for Child Care

Benefits and Burdens

The state's child care subsidy is designed to benefit both families and providers, yet

 Only half of eligible families sign up for it

 Only half of child care providers accept it

Exploring Child Care Subsidy Usage

FAMILY BENEFITS:

Makes child care affordable

FAMILY BURDENS:

- Families must find a provider who accepts the subsidy
- The process to sign up for the subsidy is arduous
- There is stigma associated with applying for government assistance

PROVIDER BENEFITS:

Assures enrollment of at-risk children

PROVIDER BURDENS:

- Subsidy amounts don't always cover the entire cost of care
- The process for receiving reimbursement is tedious and time-consuming
- With less competition from other providers, there is already an abundance of families willing and able to pay the full rate

Could the Subsidy Program Ease the Crisis?

FOR FAMILIES:

- Eliminate stigma by giving the subsidy to all families?
- Remove application barriers by using income tax return and local supply data to determine subsidy levels?

FOR PROVIDERS:

- Distribute subsidy to providers based on enrollment capacity and program offerings?
- Simplify the reimbursement claim process by verifying a child's enrollment instead of entering each child's daily times in and out?

WITHOUT PUBLIC INVESTMENT IN CHILD CARE, JOB QUALITY IS POOR.

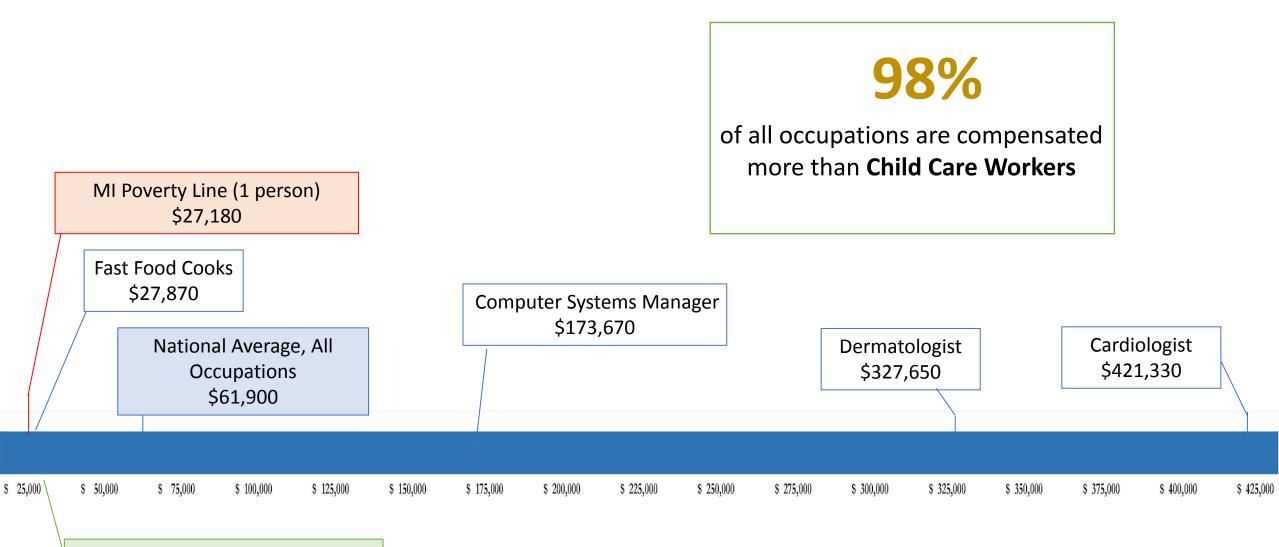


Rebecca Gale & Dianne Kirsch (Illustrator) Child Care Crisis | June 21, 2023 Support provided by Better Life Lab @ New America





THE CHILD CARE CRISIS = A WORKFORCE CRISIS



CHILD CARE WORKERS \$29,570

THE NATIONAL LANDSCAPE

53%

more than half of child care workers are enrolled in at least one public benefit program (Medicaid, CHIP, EITC, SNAP, or TANF)

For comparison: 21% of the U.S. population, despite 60% of the child care workforce working full-time

29%

of Child Care workers experience **FOOD INSECURITY**

10%

of Child Care Workers never returned to the sector post-pandemic from February 2020 employment levels

44% OF REGIONAL CHILD CARE BUSINESSES REPORT HAVING CURRENT STAFFING NEEDS

Most of the need is in centers, followed by group homes; the need is lower in family homes.

HOW DO WE KNOW IF WE HAVE ENOUGH HOME PROVIDERS

AVAILABLE FOR NEED?

79% OF REGIONAL CHILD CARE BUSINESSES ARE NOT AWARE OF COMMUNITY BUSINESS SUPPORTS

Child care businesses are not connected to local chambers of commerce, EDOs, or other intermediaries who provide business supports and opportunities.

HOW CAN CHILD CARE PROVIDERS GET MORE OF THE SUPPORT THEY NEED?

ONLY 27% OF CHILD CARE BUSINESS OWNERS SERVE ON A BOARD, COUNCIL, OR COMMITTEE OF A LOCAL BUSINESS OR ASSOCIATION

A common way for business networks to form and grow is when owners and operators serve on the boards, councils, and committees of other businesses.

HOW CAN LOCAL BUSINESSES LEARN MORE ABOUT AND ENGAGE WITH CHILD CARE BUSINESSES?

Find Childcare

When Early Childhood Works Marketing Toolkit Select Language V

Careers

Training

About Us Partners

Events

Resources

Join a growing

CALHOUN

COUNTY

industry. Early Educators Needed.



We seek community members who are out-going, patient, have a great rapport with young kids (0-5) and who are open to exploring new career opportunities, who want to enjoy what they do and feel like they're making a real difference.

Join A Growing Career

View Our Community **Partners**

Attend Upcoming **Check Out** Helpful Resources

PARTNERS MAKE IT POSSIBLE







Community Action

Kellogg Community College

Calhoun Intermediate School District







Battle Creek Public Schools

BC Pulse

Battle Creek Community Foundation







Battle Creek Shared Services Alliance

Southwest Child Care Resources

Michigan Works! Southwest



Kalamazoo Resa

KALAMAZOO



Get paid to make a difference in the lives of children!





- Get a job working in a child care classroom.
- Get FREE training in child development, equity, and social emotional development.
- Earn a Child Development Associate (CDA) Credential and a Department of Labor Early Childhood Apprenticeship Certificate from Southwest Child Care Resources.

Apply TODAY — Jobs and Work Experience Available NOW!

- The Dreamery at Edison and Downtown—YWCA Kalamazoo
- Jennings Development Interplex
- La Escuelita Nuevo Horizonte—El Concilio
- Little Scholars Child Development Center at Goodwill
- Pre K International
- S.E.E.D.S.—Mt. Zion Baptist Church
- Home Providers



Early Childhood Investment Corporation LISC KALAMAZOO





Katy at klaws@kalamazooliteracy.org Y.O.U. at careernow@kresa.org (269) 382-0490 ext. 253

(269) 775-1660



















IMPROVING CHILD CARE JOB QUALITY



OUR PRIORITIES:

- DIVERSITY, EQUITY,
 INCLUSION & ACCESSIBILITY
- EMPOWERMENT & REPRESENTATION
- □ PAY & BENEFITS

WHAT WILL WE DO AND WHAT DIFFERENCE WILL IT MAKE?

Review existing information and research. Identify additional resources.

• Gather employer/employee data on job quality in childcare positions

Build a cross sector regional coalition of key stakeholders. This Coalition will guide:

- Career pathway development (advancement)
- Develop technical assistance/took kit
- Co-creation of a comprehensive strategic action plan that includes: collective advocacy for public funding expanding a robust child care pathway program

Longer term

- Increase number of employers investing in their employees' child care needs
- Increase public investment in child care
- Improve job quality for child care workers (pay/benefits, empowerment, DEIA)













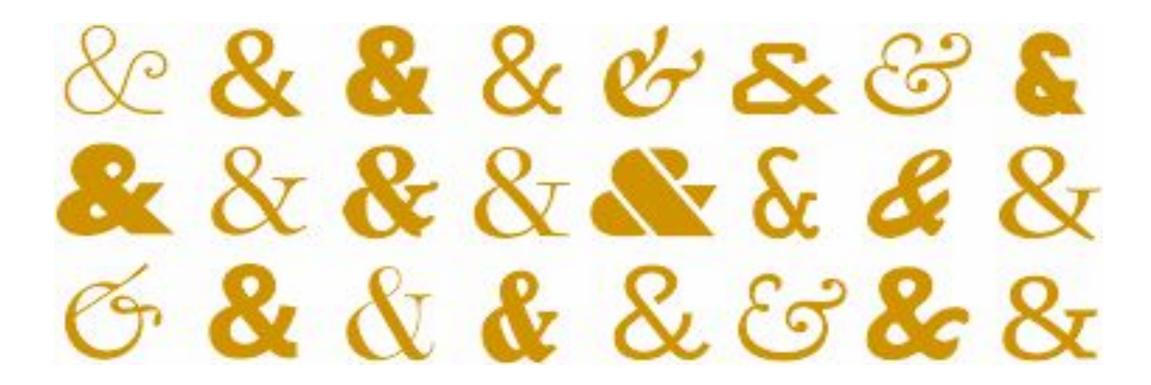






ACT

creating & implementing pipelines, pathways & apprenticeship opportunities



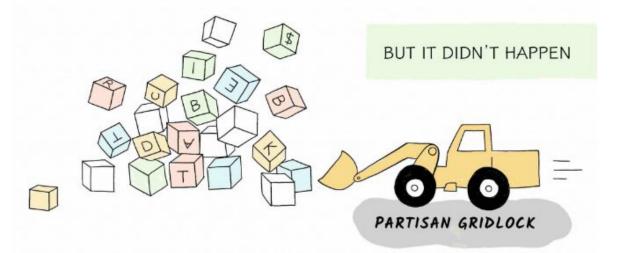
collectively build the public & political will for increased investments

ADVOCATE

THERE WAS A MOMENT WHEN IT SEEMED CONGRESS WOULD FIX OUR BROKEN CHILD CARE SYSTEM.



Such attention helped catapult child care funding in President Biden's Build Back Better package - which includes \$400 billion to support childcare and early education: raising wages of child care workers, increasing subsidies for families, shoring up struggling daycare centers, and expanding eligibility.



Rebecca Gale & Dianne Kirsch (Illustrator)
Child Care Crisis | June 21, 2023
Support provided by Better Life Lab @ New
America

PARENTS CONTINUE TO ASK FOR HELP.

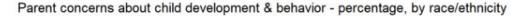


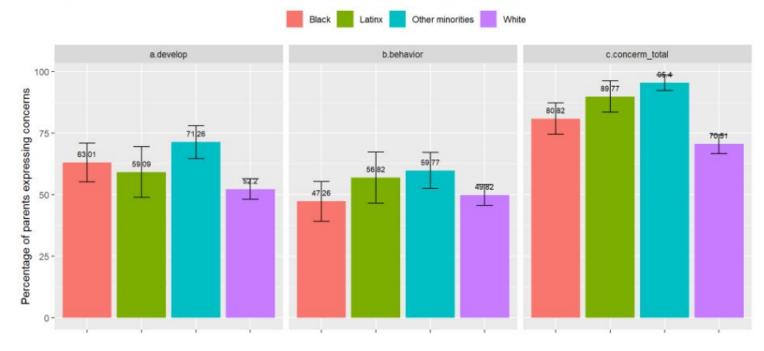
THE U.S. CHILD CARE SYSTEM ISN'T WORKING FOR ANYONE. WITHOUT SUSTAINED FEDERAL INVESTMENT, IT WILL REMAIN BROKEN.

Rebecca Gale & Dianne Kirsch (Illustrator)
Child Care Crisis | June 21, 2023
Support provided by Better Life Lab @ New
America

CHILDREN'S EARLIEST EXPERIENCES HAVE FAR-REACHING IMPACT

CHILDREN WHO LIVE IN CHILD CARE DESERTS WITH ECONOMICALLY VULNERABLE FAMILIES STRUGGLE THE MOST WITH THEIR BEHAVIORS





There are not enough options for quality child care in Southwest Michigan that are affordable and safe for children. Parents have to work to provide for the family, and child care should not be cost prohibitive for families to have peace of mind.

~ Saint Joseph family

Complicated ratios for daycares make them difficult to staff. Because of the daycare shortage, when a family doesn't have daycare it forces parents to stay home and makes life difficult.

~ Three Rivers family

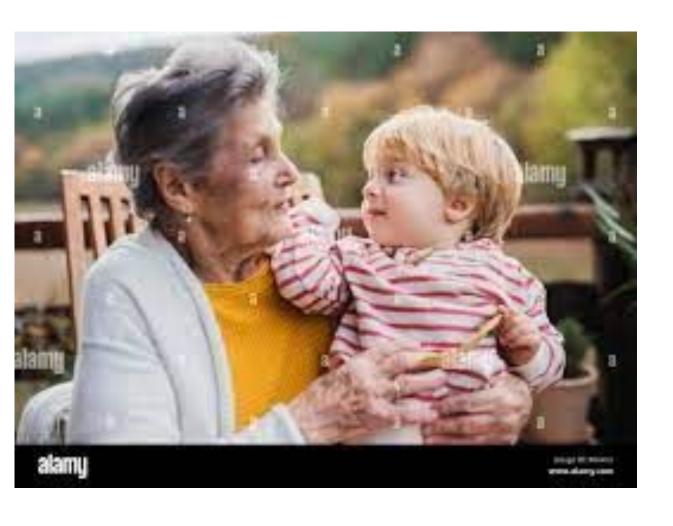
Incentives for daycares, programs, pay for (child care) workers, food programs, insurance for daycare workers.

~ Paw Paw family

What would you like to tell elected officials & policy makers right now?

Although our family is privileged with decent jobs, we do not have the extra income to afford full-time child care in this area for \$900/month. My husband & I both have student loans & have been impacted negatively by inflation. More options for affordable child care for low middle-class individuals would be very helpful.

~ Battle Creek family



"Because of my current financial situation, my 88 year old mother in law watches my daughter. A 3 year old is a lot on an elderly woman. They are days she is too tired and can't watch her for a full day because it is too much."











Space

Child care businesses need access to affordable, licensable spaces to care for kids. \$50 million in grant funding is available for minor renovations and improvements to facilities (both indoor and outdoor) to meet licensing and quality standards.

Facility Improvement Grants

GSRP Community Based
Organization Start Up
Grants

Start Up Funding

Cashflow is an ongoing challenge for child care businesses, especially new sites that must incur costs well before they have revenue. These investments will provide funds to assist with these gaps.

Pre-Licensure Grants

Start Up Grants

Staff

Entrepreneurs can't open and expand their businesses if they can't hire staff. These funds will continue our statewide effort to recruit, train, and retain talented early educators that live and work in the communities they serve.

Apprenticeship Grants

CDA Community College Cohorts

CDA Professional Development Specialist Supports

Scholarships for Temporary Licensing Variances

High School CTE Scholarships

Business Support

Many new businesses benefit from support from the state and their community to assess market demands, identify space, comply with health and safety rules and to create a sustainable business plan. These funds will align resources to make the startup and licensing process clearer and faster for providers.

Our Strong Start

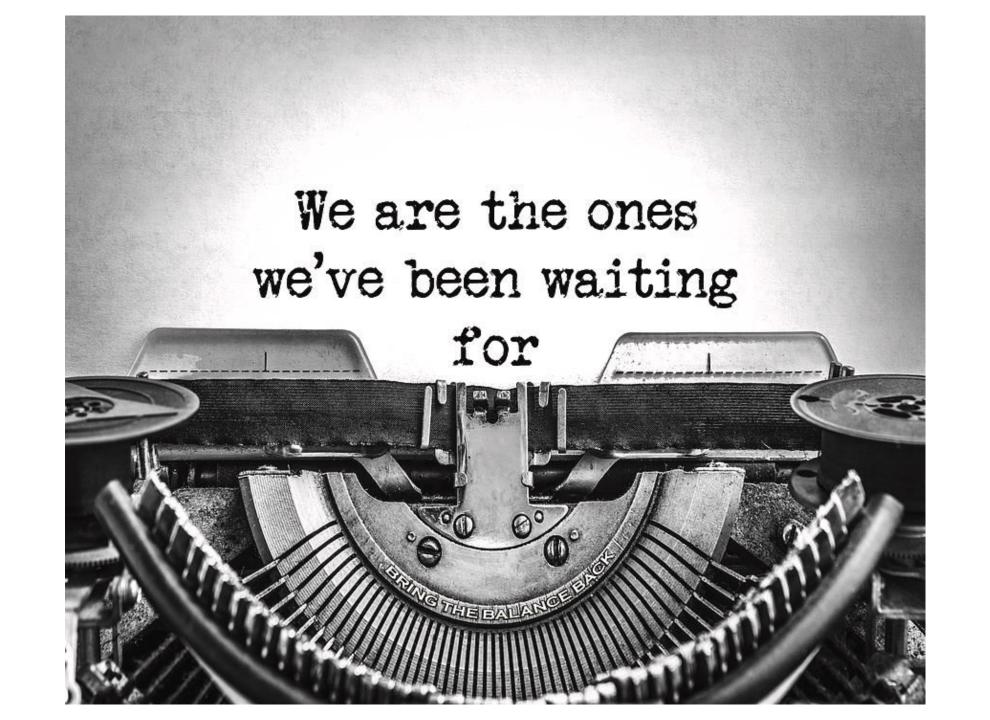
Family Child Care Networks

Regional Planning Grants



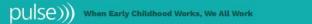
WE NEED TO INVEST PUBLIC DOLLARS
INTO CREATING A UNIVERSAL CHILD
CARE SYSTEM.

Rebecca Gale & Dianne Kirsch (Illustrator)
Child Care Crisis | June 21, 2023
Support provided by Better Life Lab @ New
America





CHILD CARE COMMUNITY ECONOMIC EMPLOYERS PROVIDERS DEVELOPERS PARTNERS POLICY MUNICIPALITIES FAMILIES INTERMEDIARIES **MAKERS**



Region 8's Childcare Plan Opportunities News Events About Contact

When Early Childhood Works, We All Work

IN ADDITION TO OUR EMPLOYER ROADMAP, WE'RE ADDING ROADMAPS FOR:

ECONOMIC DEVELOPERS

MUNICIPALITIES

ELECTED OFFICIALS (TENTATIVE)

A MUNICIPAL ROADMAP

PROVIDE INFORMATION ABOUT AVAILABLE CHILD CARE

BUILD THE SUPPLY OF CHILD CARE

REVIEW & RE-EVALUATE ZONING REGULATIONS FOR CHILD CARE

DEVELOP CREATIVE PARTNERSHIPS TO FILL SERVICE GAPS

ADDRESS TRANSPORTATION BARRIERS

MAKE CHILD CARE MORE AFFORDABLE

ADDRESS EARLY CHILDHOOD WORKFORCE CHALLENGES



BATTLE CREEK

A MUNICIPALITY TAKING ACTION

BATTLE CREEK: an active partner

Incorporated child care into org goals & Priority-Based Budgeting

CDBG & **Z** ARPA funds to support construction of new child care center \$1,737,000 total investment

Zoning ordinance amended to eliminate Special Land Use for child care

Saving folks cost & time

BC Transit offers no cost transportation for children

Offers DHHS fare passes at discount prices for eligible individuals

BATTLE CREEK: exploring possibilities

Create & include a map of all licensed child care & where it is allowed per zoning (on City website)

Explore possible incentives (i.e. reduce permit fees, designate space in public bldg., repurpose City-owned properties, abatements, ID potential land for new facilities)

Create & market a map of public transportation routes that includes licensed child care providers

Consider proposing an increase to the millage rate to create a set-aside revenue stream for child care subsidies

Consider
utilizing a
lobbyist to
support &
advocate for
child care

BEST PRACTICES AND POLICY RECOMMENDATIONS



The shortfalls in supplying sufficient child care in Southwest Michigan needs to be addressed with intentional policy and targeted support.

Lauren Hood, MCD Chairperson Donovan Smith Vice Chair/Secretary

Marcell R. Todd, Jr. Director City of Detroit

CITY PLANNING COMMISSION

208 Coleman A. Young Municipal Center Detroit, Michigan 48226 Phone: (313) 224-6225 Fax: (313) 224-4336 e-mail: cpc@detroitmi.gov Kenneth R. Daniels David Esparza, AIA, LEED Ritchie Harrison Gwen Lewis Melanie Markowicz Frederick E. Russell, Jr. Rachel M. Udabe

NOTICE OF PUBLIC HEARING

A public hearing will be held by the Detroit City Planning Commission in the Committee of the Whole Room, 13th Floor, Coleman A. Young Municipal Center, 2 Woodward Avenue, Detroit, Michigan 48226 at the date and time listed below. Virtual attendance is strongly encouraged as, pursuant to public health guidelines, the meeting room may be subject to space limitations. To attend the meeting virtually, please use the link toward the end of this notice.

THURSDAY, JUNE 29, 2023 AT 6:00 PM

to consider a text amendment that would amend Chapter 50 of the 2019 Detroit City Code, Zoning, with respect to Childcare facilities:

Adoption of Child Care Facility friendly zoning policies:

- Allow child care centers in new zoning districts, such as R1 and R2
- Change requirements for outdoor play areas from a flat 2,000-SF for all centers to 100-SF per child or 1,000-SF, whichever is larger.
- Allow consideration of suitable outdoor play areas that are not immediately adjacent to the center
- Base parking requirements on number of employees at the facility, not capacity of the center

AN ECONOMIC DEVELOPER'S ROADMAP

INTEGRATE CHILD CARE INTO THE DEVELOPMENT REVIEW PROCESS

CO-LOCATE WITH OTHER INFRASTRUCTURE PRIORITIES SUCH AS AFFORDABLE HOUSING

NEGOTIATE FOR CHILD CARE IN LARGE DEVELOPMENT PROJECTS

RE-EVALUATE & REVISE CHILD CARE REGULATIONS

SUPPORT THE CHILD CARE INDUSTRY THROUGH PROGRAMMING & FUNDING

DESIGN HUMAN-CENTRIC, USER-FRIENDLY PROCESSES TO SIMPLIFY ONLINE COMMUNICATIONS

ADDRESS EARLY CHILDHOOD WORKFORCE CHALLENGES



BATTLE CREEK UNLIMITED

ECONOMIC DEVELOPERS TAKING ACTION

BATTLE CREEK UNLIMITED – AN ACTIVE PARTNER

PARTNERS

IMPLEMENTORS

CONNECTORS

PULSE & LOCAL CHILD

CARE CHAMPIONS

RPG STEERING COMMITTEE

- EMPLOYEE SURVEYS
- INTEGRATION INTO CURRENT PRACTICE (RETENTION VISITS)

- EMPLOYERS WITH CHILD
 CARE BUSINESS OWNERS
- LAND & RESOURCES

INSPIRATION



RRC Certified Communities

RRC certified communities offer a transparent, predictable, and efficient development experience. Check out opportunities in our certified communities by clicking the logo.

INNOVATION



CCRC Certified Communities

ccrc certified communities offer a transparent, predictable, and efficient child care business development experience.



INSPIRATION FROM OUR NEIGHBORS TO THE NORTH

QUEBEC'S GDP RAISED BY 1.7% AND LED TO THE HIGHEST LABOR PARTICIPATION RATE AMONG WOMEN OF ANY PROVINCE.



0.44 % increase in the State's payroll tax

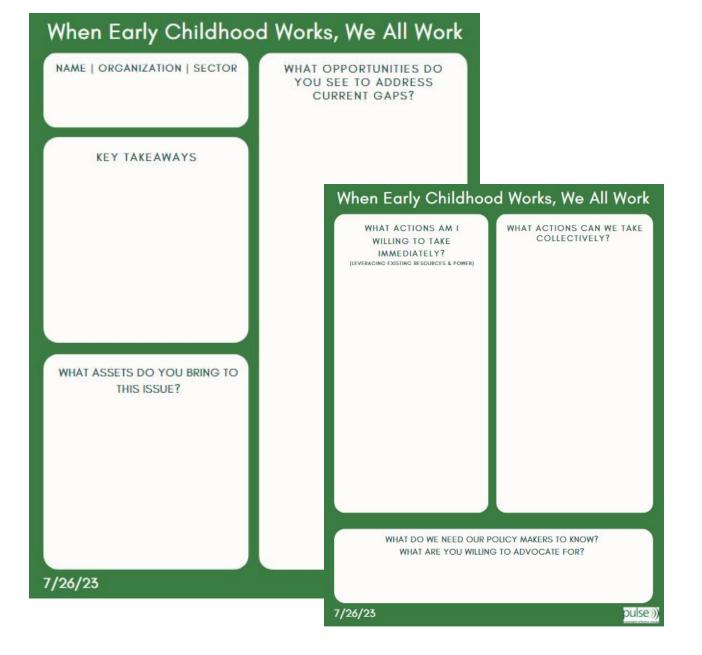
75% covered by employer 25% by employee

increasing the eligibility threshold to 575% of FPL

HERE WE GO...

your mission, should you choose to accept it...





GUIDED WORK

WAYS TO PARTICIPATE



We want to hear from you!

Scan this QR code to tell us about your experience



I liked...

I wished...

I wonder...

ONLINE

INSTRUCTIONS

FIND YOUR COUNTY'S TABLE

ENSURE CROSS-SECTOR REPRESENTATION

FOLLOW YOUR FACILITATORS LEAD

ENGAGE!!!!

STAY CURIOUS

BE BOLD

TAKE NOTES

STAY UNTIL THE END

(THAT'S WHEN THE GOOD STUFF HAPPENS)

ALLOW EVERYONE A CHANCE TO SPEAK

LISTEN RESPECTFULLY, WITHOUT INTERRUPTING

COMMIT TO LEARNING, NOT DEBATING

LISTEN ACTIVELY WITH AN EAR TO UNDERSTAND

CRITICIZE IDEAS, NOT PEOPLE

A FEW GROUNDRULES