



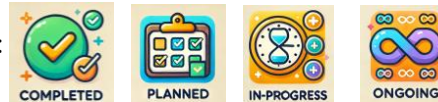
ORGANIZATIONAL REVIEW STATUS REPORT

PROJECT SUMMARY





REPORT DATE	PREPARED BY
June 10, 2025	Carri-Ann Scott, Manager, Child Care Services

The purpose of this report is to provide Council with an update on the organizational review conducted for the Brockton Child Care Centre in 2024. The report outlines the current status of each recommendation that emerged from the review. It is intended to inform Council of the progress made to date, highlight areas of ongoing development, and support continued planning and decision-making aligned with the review's goals.







Each item includes an icon which indicates the level of completion:







1. CURRENT PROGRAMS

TASK	DISCUSSION	IMPLEMENTATION TARGET
1.1  Explore growing the school-age program, as staffing permits. (See related rec #6.2 under Organizational Culture)	While current afternoon and PD Day programs are operating at licensed capacity (26 kindergarten and 30 primary/junior children), demand for morning care remains lower. Any expansion of morning care would require additional staffing, while an expansion of afternoon care or PD Day would require both additional licensed space and staffing resources.	Continued Full Enrollment is targeted for September 2025 and ongoing
1.2  Explore increasing the parent fees charged in school-age programs (See related Rec #6.3 under Organizational Culture)	Any fee adjustments must reflect local market conditions for child care and remain competitive. For children under the age of 6, fees are regulated through the CWELCC funding formula and require county approval; we are actively working with the County to examine feasible increases for school age fees, recognizing the impact on subsidies, CWELCC compliance, and overall market capacity.	July/August 2025
1.3  Explore increasing the parent fees charged in the summer programs (See related Rec #6.4 under Organizational Culture)	Increases in parent fees for summer programs will align with the broader financial strategies outlined in Recommendation 1.2. While the summer program remains strong and well-attended, revenue is impacted by current Parent Handbook policies that allow families to reduce their scheduled days. These reductions often cannot be filled from the waitlist, as the availability rarely aligns with the requested changes, leading to planning, staffing, and revenue challenges. Existing policies are being reviewed to identify necessary updates that reflect best practices used by other large child care centres, while continuing to respond to the needs of families in our community.	January 2025 – fees increased July 2025 – further exploration in preparation for 2026 budgeting
1.4  Advocate to Bruce County for additional support for children with differing abilities.	Increased support and funding has been granted from the county for July/August 2025. We will continue to advocate for the needs of the children in the program and work with our external partners to maximize available supports.	Ongoing









2. OPERATIONAL SUPPORTS

TASK		DISCUSSION	IMPLEMENTATION TARGET
2.1 	Explore use of software package to assist with child care centre administration (See related Rec #4.1 under Customer Experience)	In accordance with the Purchasing & Procurement Policy, a request for proposal process will be administered to vendors in the summer of 2025. A review committee will evaluate the most appropriate app to suit the needs of the BCCC, including parent communication and attendance reporting. Considerations will be given to other modules that may be available, including staff scheduling and billing. Preference will be given to the app that fulfills the needs of the BCCC, not necessarily the one with the lowest quotation.	Beta Implementation January 2026
2.2 	Update policies and procedures which have not been reviewed in the past 2 years	All policies and procedures are currently under review, with priority given to those that have not been updated in the past two years. Revisions will align with the Parent Handbook, provincial licensing requirements, best practices in child care operations, and existing Municipal policies to ensure consistency, compliance, and quality service delivery. Policies will be reviewed annually to align with the updating of the Parent Handbook as required by licensing.	Sept/October 2025
2.3 	Create a cycle to review policies	Policies will be reviewed annually to align with the updating of the Parent Handbook as required by licensing.	Sept/October 2025
2.4 	Document the date each policy is reviewed and revised	Dates will be included, and all policies will be formatted to comply with existing Municipal policies	Ongoing
2.5 	Review and consider removal of closed toe shoes policy	This policy was evaluated and removed. Open-toed shoes are permitted as long as they have a back strap for safety.	September 2024
2.6 	Explore the provisions of a clothing allowance for BCCC staff	As part of a broader policy review, the needs of the BCCC staff will be considered and evaluated in relation to those of other municipal departments.	October 2025

3. QUALITY

TASK		DISCUSSION	IMPLEMENTATION TARGET
3.1 	Explore use of software package to assist with child care centre administration (See related Rec #4.1 under Customer Experience)	A request for quotation will be sent to Child Care Management Software vendors in the summer of 2025. A working group will consider the most appropriate app to suit the needs of the BCCC, including parental communication and attendance reporting. Considerations will be given to other modules that may be available, including staff scheduling and billing. Preference will be given to the app that fulfills the needs of the BCCC, not necessarily the one with the lowest quotation.	Beta Implementation January 2026
3.2 	Remove the use of the current program plan template	Updated program plan templates, observation templates, and planning templates will be adopted to continue following the tenets of emergent curriculum.	June 2025
3.3 	Discuss a component from HDLH at every staff meeting - relate to emergent curriculum	This is best practice and will continue not only in staff meetings, but in classroom coaching sessions and in Team Teacher sessions.	Ongoing
3.4 	Enhance use of our staff meetings as mini-	In addition to staff meetings, Community of Practice principles will also be encouraged in Team Teacher sessions, providing opportunities for Toddler, Preschool, and School-Age teachers to learn from one another.	September 2025


3. QUALITY

TASK	DISCUSSION	IMPLEMENTATION TARGET
<p>3.5</p>  <p>Continue to review and discuss the practical implementation of the BCCC Program Statement on a regular basis</p>	<p>This follows licensing requirements.</p> <p>The BCCC Program Statement, HDLH, and Parent Handbook will continue to be the cornerstones of our policies, implementation and programming.</p>	Ongoing
<p>3.6</p>  <p>Create a different process to identify staff to attend training sessions (i.e. based on goals)</p>	<p>Staff have been asked to identify webinars and training sessions that align with their Continuous Professional Learning goals for the College of Early Childhood Educators to maintain their RECE status. When operationally possible, work periods will be arranged to allow staff to participate in seminars, thereby continuing their professional growth.</p>	Ongoing
<p>3.7</p>  <p>Provide and create more opportunities for learning activities either in house or externally</p>	<p>We are exploring opportunities to host webinars and/or partner with external agencies and organizations to offer educational opportunities.</p> <p>BLOOM sessions – team and personal growth strategies - completed March-June 2025</p>	<p>Ongoing</p> <p>Feb-June 2025</p>
<p>3.8</p>   <p>Create a consistent practice for pedagogical documentation and share these expectations with families (See related Rec #4.2 under Consumer Experience)</p>	<p>This aligns with recommendation 3.2. New programming and pedagogy documents will allow families to see the interests and growth of the children.</p> <p>New communication sheets for toddlers will also be developed to assist in family communication.</p> <p>A monthly newsletter communication strategy will add another communication stream with opportunities for pedagogical sharing.</p>	June 2025 – ongoing
<p>3.9</p>  <p>Create more shade in the playground</p>	<p>Rolling blinds are being added to the existing sandboxes.</p> <p>Moveable Municipal shade structures are being added for the summer months as required.</p> <p>Planter benches have been designed for each playground to allow for the planting of a shade tree and provide a resting space, pending budget approval.</p> <p>The ministry has approved a license revision to allow for the use of the grass area to the east of the existing playground. This area includes a shade structure and existing trees. The school board will provide the fencing in accordance with licensing requirements. ETA – July 1, 2025</p>	May, June, July 2025
<p>3.10</p>  <p>Add more natural elements to the playground and/or more explore moving or expanding the playground to an area with natural elements</p>	<p>Existing municipal planters will be added to the playground area, allowing children to plant and observe the life cycle of the natural world.</p> <p>With the expansion of the playground scheduled to be completed by July 1, 2025, there will be additional natural spaces (grass & trees) to support programming</p>	June 2025
<p>3.11</p>  <p>Develop a set of 4 or 5 week menu rotations and have menus reviewed by dietician/nutritionist from local health unit</p>	<p>This has been implemented.</p> <p>Training sessions for Child Care cooks have been specifically added to the October 3rd professional learning day and will be attended by BCCC staff</p>	January 2025








3. QUALITY

TASK		DISCUSSION	IMPLEMENTATION TARGET
3.12 	Ask Bruce County to convene a quarterly meeting of all licensed child care centre cooks and the Health Unit as a Community of Practice for nutrition staff in licensed child care settings	See recommendation 3.11 Additional advocacy for support for Child Care cooks will be ongoing	October 2025
3.13 	Review programming in school age programs to ensure they reflect the Ministry of Education's developmental framework, On My Way: A Guide to Support Middle Years Child Development	https://files.ontario.ca/books/mccss-on-my-way-guide-support-middle-years-child-development-en-2022-01-25.pdf This document has been shared with our school-age teachers and added to the staff room library for reference for all staff. It outlines key aspects of development that are critical to keep in mind when programming for children in our school-age program.	May 2025
3.14 	Advocate to Bruce County for additional support for children with differing abilities (See related Rec #1.4 under Current Programs)	See recommendation 1.4	Ongoing
3.15 	Hold an in-house training session with a behaviour therapist to train staff on behaviour guidance	This has been planned for the October Staff meeting. Additionally, behaviour guidance strategies will be focused on in classroom coaching sessions to align with the principles of HDLH, the Parent Handbook, and CCEYA and PECE training, beginning in September 2025.	September 2025
3.16 	Create a designated space on the BCCC website to provide information about what a serious occurrence is and the BCCC protocol for communication about serious occurrences	With the restructuring and additional role in Administration, the website communication strategy is currently being developed. It will be implemented by knowledge experts in Child Care to ensure that the website is a valuable resource to families and the community.	July 2025




4. CUSTOMER EXPERIENCE

TASK		DISCUSSION	IMPLEMENTATION TARGET
4.1 	Explore the use of a software package (i.e. Digibot) to assist with parent communication and engagement, this should include attendance tracking, billing and payments, as well as the sharing of pedagogical documentation, centre information and other regular parent communications. (See related Rec #2.1 under Operational Supports)	See recommendation 2.1	Beta Implementation January 2026
4.2 	Create a consistent practice for pedagogical documentation, including how it is done and how often. Share these expectations with families (See related Rec # 3.7 under Quality)	See recommendations 3.7 and 3.8.	June 2025 - Ongoing
4.3 	Explore other ways to engage parents in the child care centre (i.e. social events, meet the teacher events, etc.)	Operational and administrative improvements have been the priority focus in 2025. Consideration for extra-curricular events will be given based on family engagement following the resolution and implementation of various initiatives outlined in this plan. Further investigation will continue. Ideas: Math night, Family literacy, outdoor adventures	Ongoing
4.4 	Create a central place or expanded website area for information related to Serious Occurrences and process (See related Rec #3.16 under Quality)	See recommendation 3.16	July 2025







5. ORGANIZATIONAL STRUCTURE AND STAFFING

TASK		DISCUSSION	IMPLEMENTATION TARGET
5.1 	Explore restructuring BCCC to address capacity concerns and span of control	BCCC Administration has been restructured to address operational needs and the future span of control and support quality family engagement.	March-May 2025
5.2 	Change the length of staff shifts (for full-time staff) to a consistent number of hours per day	Implementation is under review with Human Resources to support increased functionality in childcare operations	September 2025
5.3 	Explore the options of either rotating through shifts or having permanent shifts for staff	A plan will be implemented to assign rotating shifts to each classroom component to cover the operational needs of the centre and cover ratios throughout the operational day. With consistent shifts, this will be easier and allow not only more consistent coverage to comply with ratio needs but also allow for an amount of autonomy and flexibility with staff to make switches to accommodate personal events.	September 2025
5.4 	Explore adjusting the before and after school program staff shifts to help provide further coverage in the child care centre for prep/planning time, meetings, lunch, training, etc.	This has been implemented. Staff in before/after school programs are working full 7.5-hour days to allow for a split shift with a larger block of time in the afternoon to cover work periods, training, and meetings.	Fall 2024
5.5 	The supervisor position should cover a wider expanse of time when the centre is open	This has been implemented. Office staff are consistently available from 8:00 am to 5:15 pm and earlier or later as situations necessitate.	March 2025
5.6 	At the beginning of each Council term, provide the Brockton Child Care Committee with an orientation to BCCC and their role	The BCCC Committee mandate is under review to ensure effectiveness under a highly legislative regime.	September 2025
5.7 	Expand the role of the BCCC Committee to support fundraising initiatives and a yearly event planning to engage parents in the centre and support playground updates	See recommendation 5.6.	September 2025




5. ORGANIZATIONAL STRUCTURE AND STAFFING

TASK		DISCUSSION	IMPLEMENTATION TARGET
5.8 	Work with the Municipality of Brockton Information Technology supports to assist with BCCC's technology, automation, and software requirements to implement a new app and communication tool	See recommendation 2.1.	Beta Implementation January 2026
5.9 	Examine the benefits provided to Educational Assistants with the School Boards and determine any gaps that can be minimized to support the retention of staff	Discussions are ongoing. There are two main issues to consider. First, the starting wage of non-ECE/RECE casual staff is lower at the BCCC than at the school board. This means that casual staff will refuse or cancel a shift at the BCCC if they are offered one at the same time at the school board. The second factor is that, although the salaries for full-time staff are more competitive, the hours of work at the school board are more attractive to staff with young children.	Ongoing
5.10	Examine the option of reducing the number of children served at BCCC to ensure adequate staffing and coverage in the child care centre - or increase, utilize existing staff for adequate coverage	A reduction in the number of children will result in a reduced revenue stream. However, this will be essential during periods of lower staff complement. Registrations were limited for a period in the fall of 2024 and into 2025; however, recruitment and retention strategies have resulted in a full staff complement, and enrollment is expected to be maximized by September 2025. Ongoing strategies to recruit staff to ensure full enrollment will benefit the centre for the long term.	Temporary Consideration
5.11 	Develop a custom recruitment strategy for BCCC	Strategies for recruitment will include: external job postings, hosting ECE students from colleges/universities for practicum experiences, a county-wide working group and networking. All strategies must align with Brockton strategies for economic growth and development.	Ongoing

6. ORGANIZATIONAL CULTURE

TASK		DISCUSSION	IMPLEMENTATION TARGET
6.1 	Engage an external consultant to design and implement a strategy to shift the culture at BCCC.	External consultants have delivered a successful program (BLOOM) focused on teamwork, collaboration, communication, and self-care strategies. Continued strategies will be designed as a living document that is co-created with staff and is reflected on, discussed and practiced regularly in the organization.	June 2025-ongoing
6.2 	Support and provide capacity to the management team to create a new organizational culture	This has been completed with the new administration structure and BLOOM sessions.	March 2025
6.3 	Maintain six (6) sick days per year with consideration for an addition of three (3) wellness days	Ongoing discussion. Before we can examine the policy relating to extra wellness days, which are being implemented by many organizations, we must ensure that the operational needs can be met.	TBD
6.4 	Provide additional planning/documentation time to staff (i.e. 90 minutes per month)	This has been implemented.	May 2025
6.5 	Implement one-on-one staff supervision meetings between staff and their direct supervisor, with a goal of having a minimum of four (4) per year	Target=1/year with the manager and 3 or 4/year with the Supervisor on top of regular, daily interactions with staff	December 2025 - ongoing
6.6 	Create activities and environment for overall team building in the organization	Ongoing. Bloom sessions to be completed in June 2025. Ongoing team building strategies to be implemented through positive workplace culture.	Ongoing

7. BUSINESS VIABILITY

TASK		DISCUSSION	IMPLEMENTATION TARGET
<p>7.1</p> 	<p>Expand on the BCCC budget detail with the implementation of CWELCC and various grant funding administered by the County of Bruce and associated expense allocations to be able to further analyze year over year variances to get to a revenue neutral budget. This should include formalizing the Municipality's annual financial contribution to BCCC</p>	<p>Details were advanced for the 2025 budget and will be further advanced in 2025 before the 2026 budget cycle.</p>	<p>Fall 2025</p>
<p>7.2</p> 	<p>Explore growing the school age program, as staffing permits so that it is at capacity to increase revenue (See related rec #1.1 under Current Programs</p>	<p>See recommendation 1.1.</p>	<p>September 2025</p>
<p>7.3</p> 	<p>Explore increasing the parent fees charged in school age programs</p>	<p>See recommendation 1.2</p>	<p>July/August 2025</p>
<p>7.4</p> 	<p>Exploring increasing the parent fees in the summer programs (See related Rec # 1.3 under Current Programs)</p>	<p>See recommendation 1.3</p>	<p>January 2025 – fees increased July 2025 – further exploration in preparation for 2026 budgeting</p>
<p>7.5</p> 	<p>Have the Brockton Child Care Committee support fundraising initiatives for certain project based items or events</p>	<p>See recommendation 5.6 and 5.7.</p>	<p>September 2025</p>
<p>7.6</p> 	<p>Explore the feasibility of creating a new 69 space child care centre in Brockton, through exploring further partnership with the BGCDSB and the County of Bruce as partners in a capital build application through the Ministry</p>	<p>Partnership discussions with the Bruce Grey Catholic District School Board (BGCSDB) to explore all Ministry of Education priorities regarding needs for space for both education and child care in Brockton to ensure needs for the future are planned in advance and to capitalize on funding opportunities.</p> <p>Long-term planning is required with all levels of government, with plans for growth in population, recruitment strategies and enrollment policies</p>	<p>Ongoing - 2030</p>

CONCLUSIONS/RECOMMENDATIONS

Implementation of the review’s recommendations is well underway. When implemented, many of the tasks will have a positive impact on both revenue generation and expenditure reduction. This indicates significant growth and modernization for the Brockton Child Care Centre and demonstrates a commitment to quality and to meeting the needs of the community.

The Brockton Child Care Centre is a vibrant organization providing high-quality care to families in Brockton and the surrounding communities. It is staffed by licensed, well-qualified Early Childhood Professionals and consistently exceeds the standards outlined in the Child Care and Early Years Act, provincial licensing requirements, and sector best practices—all while remaining responsive to local needs.

As the largest single-site provider of care in the county, the recommendations and growth plans outlined in this report position the Centre to sustain its leadership in early learning. These efforts will continue to support Brockton’s economic development and contribute to the well-being of its youngest residents—our most vulnerable citizens and future leaders.

It is essential to note that for every job created in childcare, several more are typically created or sustained in other sectors due to increased spending by parents. Parents with access to child care are more likely to be employed, leading to higher incomes and increased spending on goods and services in the local community. This aligns with Brockton's strategic vision and correlates to economic growth and development.