

Organizational Review Status Report

Report Date: March 16, 2026

Prepared by: Carri-Ann Scott, Manager, Child Care Services

Purpose of Report

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.

- 1. Current Programs..... 1
- 2. Operational Supports..... 3
- 3. Quality 4
- 4. Customer Experience 7
- 5. Organizational Structure and Staffing..... 8
- 6. Organizational Culture 10
- 7. Business Viability..... 11
- Conclusions/Recommendations 12

1. Current Programs

1.1 Explore growing the school-age program (as staffing permits) (See related Rec #6.2 under Organizational Culture)

[Status: Completed/Ongoing]

Discussion:

- Current afternoon and PD Day programs are operating at licensed capacity (26 kindergarten and 30 primary/junior children).
- Demand for morning care remains lower.
- Expanding morning care would require additional staffing.
- Expanding afternoon care or PD Day would require both additional licensed space and staffing resources.

Updates:

- March 2026: Ministry approval granted for expansion of the School-Age program at BCCC to 60 school-agers.
- A request has been submitted to Bruce County to consider expanding ratioed CWELCC spaces for JK/SK children.
- Continued 95% enrollment targets to maintain CWELCC funding is ongoing.

1.2 Explore increasing the parent fees charged in school-age programs (See related Rec #6.3 under Organizational Culture)

[Status: Completed/Ongoing]

Discussion:

- Any fee adjustments must reflect local market conditions and remain competitive.
- For children under age 6, fees are regulated through the CWELCC funding formula and require county approval.
- We are working with the County to examine feasible increases for school-age fees, recognizing impacts on subsidies, CWELCC compliance, and overall market capacity.
- Annual rate adjustments ongoing.

1.3 Explore increasing the parent fees charged in the summer programs (See related Rec #6.4 under Organizational Culture)

[Status: In Progress/Ongoing]

Discussion:

- Increases in parent fees for summer programs will align with broader financial strategies in Recommendation 1.2.
- Revenue is impacted by Parent Handbook policies allowing families to reduce scheduled days; these changes are often not fillable via waitlist due to misaligned availability, creating planning, staffing, and revenue challenges.
- Existing policies are being reviewed to reflect best practices used by other large child care centres while remaining responsive to community needs.

Updates:

- March 2026: Summer 2026 brings a new approach to summer programming, including opening licensed spaces to the Brockton community.
- Fees must align with the yearly fee schedule as CWELCC continues to operate.
- Further analysis will follow Summer 2026 to evaluate continuation in 2027 (service standards and budgetary implications).
- Fees will continue to be evaluated annually.
- 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

[Status: Completed/Ongoing]

Discussion & Target:

- Increased support and funding granted from the County for July/August 2025.
- Continue to advocate for the needs of children and work with external partners to maximize available supports.

Updates/Notes:

- Continued partnerships with Bruce County are ongoing to identify and advocate for increased funding in alignment with the Enhancement Funding Schedule – 3x/year.

2. Operational Supports

2.1 Explore use of a software package to assist with child care centre administration (See related Rec #4.1 under Customer Experience)

[Status: In Progress]

Discussion:

- In accordance with the Purchasing & Procurement Policy, an RFP process will be administered to vendors in Summer 2025; a review committee will evaluate the app best suited to BCCC needs (parent communication and attendance reporting).
- Considerations include other modules (staff scheduling, billing).
- Preference will be given to the app that best meets BCCC's needs, not necessarily the lowest quotation.

Update:

- Project remains under evaluation and has not met the implementation target due to ongoing priorities.
- Initial plan: survey the community to determine desired aspects (e.g., many childcare software programs include billing, programming, and reporting modules that may be incompatible with existing Brockton systems).
- Determining caregiver needs is necessary prior to quotations.
- Survey planned for Q2 2026.

2.2 Update policies and procedures which have not been reviewed in the past 2 years

[Status: Completed/Ongoing]

Discussion:

- All policies/procedures are under review, with priority to those not updated in the past two years.
- Revisions will align with the Parent Handbook, provincial licensing requirements, best practices, and existing Municipal policies.
- Policies will be reviewed annually to align with Parent Handbook updates required by licensing.

Update:

- Detailed revisions to align with Ministry and Municipal requirements should be completed by end of March 2026, with publication of the new Family Handbook, Staff Handbook, and Onboarding Procedure document.

2.3 Create a cycle to review policies

[Status: Completed/Ongoing]

Discussion:

- Policies will be reviewed annually to align with the Parent Handbook updates required by licensing.

2.4 Document the date each policy is reviewed and revised

[Status: Completed/Ongoing]

Discussion:

- Dates will be included, and all policies formatted to comply with existing Municipal policies.

2.5 Review and consider removal of closed toe shoes policy

[Status: Completed]

Discussion/Outcome:

- Policy evaluated and removed.
- Open-toed shoes permitted provided they have a back strap for safety.

2.6 Explore the provisions of a clothing allowance for BCCC staff

[Status: Completed]

Discussion:

- As part of broader policy review, BCCC staff needs will be considered and evaluated relative to other municipal departments.

Update:

- Completed with preferred vendor; purchasing procedures to be implemented beginning April 2026.
- Status: Completed.

3. Quality

3.1 Explore use of software package to assist with child care centre administration (See related Rec #4.1 under Customer Experience)

[Status: In Progress]

Discussion:

- RFQ to Child Care Management Software vendors in Summer 2025.
- Working group to consider app best suited to BCCC (parental communication, attendance reporting).
- Considerations may include staff scheduling and billing.
- Preference to the app that best fulfills BCCC needs, not necessarily lowest quotation.

Note: See 2.1.

3.2 Remove the use of the current program plan template

[Status: Completed]

Discussion:

- Updated program plan templates, observation templates, and planning templates will be adopted to continue following the tenets of emergent curriculum.

3.3 Discuss a component from How Does Learning Happen? (HDLH) at every staff meeting — relate to emergent curriculum

[Status: Completed/Ongoing]

Discussion:

- This is best practice and will continue in staff meetings, classroom coaching sessions, and Team Teacher sessions.

3.4 Enhance use of staff meetings as mini-Community of Practice for reflective practice

[Status: Completed/Ongoing]

Discussion:

- In addition to staff meetings, Community of Practice principles will be encouraged in Team Teacher sessions (Toddler, Preschool, School-Age teachers learning from one another).

3.5 Continue to review and discuss the practical implementation of the BCCC Program Statement on a regular basis

[Status: Completed/Ongoing]

Discussion:

- This follows licensing requirements.
- The BCCC Program Statement, HDLH, and Parent Handbook remain cornerstones of policies, implementation, and programming.

3.6 Create a different process to identify staff to attend training sessions (based on goals)

[Status: Completed/Ongoing]

Discussion:

- Staff asked to identify webinars/training aligned with CPL goals for the College of Early Childhood Educators (to maintain RECE status).
- When operationally possible, work periods arranged to allow participation.

3.7 Provide and create more opportunities for learning activities (in-house or externally)

[Status: Completed/Ongoing]

Discussion:

- Exploring hosting webinars and/or partnering with external agencies/organizations.
- BLOOM sessions – team and personal growth strategies (completed March–June 2025).

3.8 Create a consistent practice for pedagogical documentation and share expectations with families (See related Rec #4.2 under Customer Experience)

[Status: Completed/Ongoing]

Discussion:

- Aligns with 3.2; new programming and pedagogy documents will allow families to see interests and growth of children.
- New communication sheets for toddlers to assist in family communication.
- A monthly newsletter communication strategy will add another communication stream with opportunities for pedagogical sharing.

3.9 Create more shade in the playground

[Status: Completed]

Discussion

- Rolling blinds added to existing sandboxes.

- Moveable municipal shade structures added for summer months as required.
- Planter benches designed for each playground to allow planting of a shade tree and provide a resting space (pending budget approval).
- Ministry approved license revision to allow use of grass area east of existing playground; School Board to provide fencing per licensing requirements. ETA – July 1, 2025.

Update:

- New shade playground approved and licensed August 2026. School Board requested continued use during school year, limiting usage to July/August each year.

3.10 Add more natural elements to the playground and/or explore moving or expanding the playground to an area with natural elements

[Status: Completed]

Discussion:

- Existing municipal planters will be added to allow children to plant and observe the life cycle of the natural world.
- With expansion scheduled to be completed by July 1, 2025, additional natural spaces (grass & trees) will support programming.

3.11 Develop a set of 4- or 5-week menu rotations and have menus reviewed by dietician/nutritionist from local health unit

[Status: Completed]

Discussion:

- Implemented.
- Training sessions for Child Care cooks added to the October 3rd professional learning day and attended by BCCC staff.

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

[Status: Completed]

Discussion:

- See 3.11.
- Additional advocacy for support for Child Care cooks will be ongoing.

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

[Status: Completed]

Discussion:

- Document shared with school-age teachers and added to staff room library for all staff.
- Outlines key aspects of development critical for programming for school-age children.
- Reference: <https://files.ontario.ca/books/mccss-on-my-way-guide-support-middle-years-child-development-en-2022-01-25.pdf>

3.14 Advocate to Bruce County for additional support for children with differing abilities (See related Rec #1.4 under Current Programs)

[Status: Completed]

Discussion:

- See 1.4; .

3.15 Hold an in-house training session with a behaviour therapist to train staff on behaviour guidance

[Status: Completed/Ongoing]

Discussion:

- Planned for the October staff meeting.
- Behaviour guidance strategies to be focused on in classroom coaching sessions to align with HDLH, Parent Handbook, CCEYA and PECE training, beginning September 2025.
- Status: Completed and will continue as best practice on an ongoing basis.

3.16 Create a designated space on the BCCC website to provide information about serious occurrences and BCCC protocol for communication

[Status: Completed]

Discussion:

- With restructuring and an additional role in Administration, the website communication strategy is being developed and implemented by child-care knowledge experts to ensure it is a valuable resource to families and the community.

4. Customer Experience

4.1 Explore the use of a software package (i.e., Digibot) to assist with parent communication and engagement (See related Rec #2.1 under Operational Supports)

[Status: In Progress]

Discussion

- See 2.1.

4.2 Create a consistent practice for pedagogical documentation, including how and how often; share expectations with families (See related Rec #3.7 under Quality)

[Status: Completed/Ongoing]

Discussion:

- See 3.7 and 3.8.

4.3 Explore other ways to engage parents (social events, meet-the-teacher, etc.)

[Status: Ongoing]

Discussion:

- Operational and administrative improvements were the 2025 priority.
- Consideration for extra-curricular events will be based on family engagement following the resolution/implementation of initiatives outlined in this plan.
- Further investigation will continue.
- Ideas: Math night, Family literacy, outdoor adventures.

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)

[Status: Completed]

Discussion:

- See 3.16.

5. Organizational Structure and Staffing

5.1 Explore restructuring BCCC to address capacity concerns and span of control

[Status: Completed]

Discussion:

- BCCC Administration has been restructured to address operational needs, future span of control, and support quality family engagement.

5.2 Change the length of staff shifts (full-time) to a consistent number of hours per day

[Status: Completed]

Discussion:

- Implementation under review with HR to support increased functionality in childcare operations.

Update:

All full-time staff are on consistent 7.5-hour shifts. Analysis will continue regarding the number of part-time employees and hours required to maintain operational excellence.

5.3 Explore options of rotating shifts vs permanent shifts for staff

[Status: Completed]

Discussion:

- Plan to assign rotating shifts to each classroom component to cover operational needs and ratios throughout the day.
- Consistent shifts will allow more consistent coverage and some autonomy/flexibility for staff swaps.

Update:

- All shifts rotate bi-weekly for increased predictability.

5.4 Adjust before/after school program staff shifts to provide further coverage for prep/planning time, meetings, lunch, training, etc.

[Status: Completed]

Discussion:

- Staff in before/after programs are working full 7.5-hour days to allow a split shift with a larger afternoon block to cover work periods, training, and meetings.

5.5 Ensure the supervisor position covers a wider expanse of time when the centre is open

[Status: Completed]

Discussion:

- Office staff consistently available 8:00 a.m. to 5:30 p.m., and earlier/later as situations necessitate.

5.6 At the beginning of each Council term, provide the Brockton Child Care Committee with an orientation to BCCC and their role

[Status: Completed/Ongoing]

Discussion:

- The BCCC Committee mandate is under review to ensure effectiveness under a highly legislative regime.

5.7 Expand the role of the BCCC Committee to support fundraising initiatives and yearly event planning (parent engagement, playground updates)

[Status: In Progress]

Discussion:

- See 5.6.

5.8 Work with Municipality of Brockton IT to assist with BCCC's technology, automation, and software requirements to implement a new app/communication tool

Discussion:

- See 2.1.

5.9 Examine benefits provided to Educational Assistants with School Boards and determine gaps to minimize for retention

[Status: Ongoing]

Discussion:

- Discussions ongoing.
- Two main issues: Starting wage for non-ECE/RECE casual staff is lower at BCCC than at the school board, leading to declined/cancelled shifts when school board offers conflict.
- Although full-time salaries are more competitive at BCCC, school board hours are more attractive to staff with young children.

5.10 Examine the option of reducing the number of children served at BCCC to ensure adequate staffing and coverage—or increase/utilize existing staff for adequate coverage

[Status: Completed]

Discussion:

- Reduction in children would reduce revenue; may be essential during periods of lower staff complement.
- Registrations were limited for a period in Fall 2024 and into 2025; recruitment and retention strategies have resulted in a full staff complement, with enrollment expected to be maximized by September 2025.
- Ongoing strategies to recruit staff to ensure full enrollment will benefit the Centre long term.

5.11 Develop a custom recruitment strategy for BCCC

[Status: Ongoing]

Discussion:

- Strategies include: external job postings, hosting ECE students for practicums, county-wide working group and networking.
- All strategies must align with Brockton strategies for economic growth and development.

6. Organizational Culture

6.1 Engage an external consultant to design and implement a strategy to shift culture at BCCC

[Status: Completed]

Discussion:

- External consultants delivered BLOOM (teamwork, collaboration, communication, self-care).
- Continued strategies will be a living document co-created with staff, reflected on, discussed, and practiced regularly.

Update

- Continued positive culture supported through daily supports, responsive management, and ongoing change-management practices.

6.2 Support and provide capacity to the management team to create a new organizational culture

[Status: Completed]

Discussion:

- Completed with new administration structure and BLOOM sessions.

6.3 Maintain six (6) sick days per year with consideration for an additional three (3) wellness days

[Status: In Progress]

Discussion:

- Ongoing discussion.
- Before examining extra wellness days (implemented by many organizations), operational needs must be ensured.
- Target: TBD.

6.4 Provide additional planning/documentation time to staff (i.e., 90 minutes per month)

[Status: Completed/Ongoing]

Discussion:

- Implemented.

6.5 Implement one-on-one staff supervision meetings between staff and their direct supervisor, with a goal of a minimum of four (4) per year

[Status: Completed/Ongoing]

Discussion:

- Target = 1/year with the manager and 3 or 4/year with the Supervisor, in addition to regular daily interactions.

6.6 Create activities and an environment for overall team building

[Status: Completed/Ongoing]

Discussion:

- BLOOM sessions to be completed in June 2025.
- Ongoing team-building strategies to be implemented through positive workplace culture.

7. Business Viability

7.1 Expand on the BCCC budget detail with CWELCC and various grant funding to analyze year-over-year variances toward a revenue-neutral budget; formalize the Municipality's annual financial contribution

[Status: Completed/Ongoing]

Discussion:

- Details advanced for the 2025 budget; will be further advanced in 2025 before the 2026 cycle.
- This will continue to evolve through the annual budgeting process.

7.2 Explore growing the school-age program (as staffing permits) to capacity to increase revenue (See related Rec #1.1 under Current Programs)

[Status: Completed/Ongoing]

Discussion/Target:

- See 1.1.

7.3 Explore increasing the parent fees charged in school-age programs

[Status: Completed/Ongoing]

Discussion/Target:

- See 1.2.

7.4 Explore increasing the parent fees in the summer programs (See related Rec #1.3 under Current Programs)

[Status: Completed/Ongoing]

Discussion/Targets:

- See 1.3.

7.5 Have the Brockton Child Care Committee support fundraising initiatives for certain project-based items or events

[Status: In Progress]

Discussion/Target:

- See 5.6 and 5.7.

7.6 Explore the feasibility of creating a new 69-space child care centre in Brockton through partnership with BGCSDB and the County of Bruce via a Ministry capital build application

[Status: Ongoing]

Discussion:

- Partnership discussions with Bruce Grey Catholic District School Board (BGCSDB) to explore Ministry of Education priorities for education and child care space in Brockton—planning proactively and capitalizing on funding opportunities.
- Long-term planning with all levels of government, including population growth, recruitment strategies, and enrollment policies.
- **Timeline:** Ongoing – 2030.

Conclusions/Recommendations

The implementation of the organizational review’s recommendations has resulted in significant progress across all operational, cultural, and program areas of the BCCC. Most recommendations have now been fully completed or incorporated into ongoing best-practice approaches that support high-quality service delivery, staff development, and operational efficiency. This momentum reflects the Centre’s commitment to continuous improvement and its dedication to meeting the needs of families in Brockton and the surrounding communities.

A key area still underway is the selection and implementation of a comprehensive child care software application. This remains the most substantial outstanding action item. To ensure alignment with Brockton’s existing technological infrastructure—and to avoid investing in features that cannot be utilized—the next step will be to engage directly with families and caregivers. Gathering community input will help identify the specific functionalities most valued by parents and staff, ensuring that the chosen system enhances communication, administrative efficiency, and program quality.

Overall, the Centre is well-positioned for continued growth and stability. The completion and ongoing integration of the review’s recommendations have strengthened organizational culture, enhanced service quality, and supported long-term operational sustainability. As these efforts continue, the Brockton Child Care Centre remains a leader in early learning, contributing meaningfully to the community’s economic well-being while providing exceptional care to its youngest residents.