



**VANCOUVER SOCIETY  
OF CHILDREN'S CENTRES**

200-1362 Seymour St.  
Vancouver, BC, V6B 3P3  
T 604 718 6555 | [info@vsocc.org](mailto:info@vsocc.org)  
[vsocc.org](http://vsocc.org)

# **EMPOWERING CHILDREN AND FAMILIES**

**Annual Report 2022**

## BOARD OF DIRECTORS

**IAN ARCHAMBAULT**  
Consultant

**CLAUDIA BAERWOLFF**  
Director, Strategy &  
Communications,  
Fluor Canada Ltd

**JESSICA BURKE**  
Senior Counsel, Legal  
Ledcor Group

**JEREMIE CORNUT**  
Associate Professor,  
Simon Fraser University

**JENINE ELLEFSON – CHAIR**  
Vice President, Human Resources,  
Newmont Goldcorp North America

**NICK HAMILL**  
Vice President, Finance,  
PayByPhone Technologies Inc.

**ABHISHEK KUMAR**  
Technical Leader,  
Cisco Canada

**ELISE OSIER – TREASURER/  
SECRETARY**  
Corporate Development Manager,  
Mercer International Inc.

**SVETOSLAVA SAVOVA**  
Lawyer,  
Borden Ladner Gervais LLP

**MICHELLE SIMPSON**  
Corporate Counsel,  
Georgia Main Food Group

**CHRISTOPHER THOM**  
CIM, DMS, FCSI – Portfolio  
Manager, Odium Brown

**NATALIA VALEEV**  
Director, Certification,  
First Nations Financial Management

## CEO

**BERNICE SCHOLTEN**

## MESSAGE FROM THE BOARD CHAIR AND CEO

Just over one year ago, Canada's federal government announced a historic and transformative Canada-wide child care plan and one year later, all provinces and territories have signed bi-lateral childcare agreements. This essential plan for children, families, communities, the early learning and child care sector and the economy is an important first step toward a universally accessible, inclusive child care system for families who choose it. Transformation and successful outcomes are dependent on each level of government taking important steps forward including learning from each other and working together with child care advocates, the child care sector and public institutions including the post-secondary sector.

The 2022 BC Budget included spending and initiatives related to affordability, access to spaces, indigenous-led child care and educator compensation. At the heart of success is the significant and important role of the early childhood educator (ECE) and we know that an increase in the number of spaces can only be accomplished through a relentless focus on recruitment, retention and training, as well as fair wages and benefits for educators.

We are encouraged by the BC government's commitment to affordability initiatives and specifically the expansion of \$10aDay spaces. We were very pleased to announce that two of our Centres were approved as \$10aDay sites and eagerly await the opportunity to further expand the number of \$10aDay Centres.

VSOCC continues to seek opportunities to increase the number of much needed child care spaces in the City of Vancouver. With our ongoing focus and investment in organizational capacity, we are strong, stable and well-positioned for growth.

To our VSOCC families, we thank you for your endless support, patience and understanding as we continue to navigate these changing times together. We were thrilled to launch a curriculum app, Storypark, which enhances our ability to extend the learning and dialogue in programs into your homes. Thank you for your enthusiastic response.

To our valued employees, we are humbled by your resilience and commitment to our children and families. You continue to deliver the highest quality child care and learning while adapting to the many changes including how we work and connect with our families.

We are proud of what has been accomplished over the last year and despite challenging times, there is much to celebrate. We eagerly anticipate the year ahead!

Sincerely,



Jenine Ellefson  
Chair, Board of Directors



Bernice Scholten  
CEO

## ABOUT VSOCC

The Vancouver Society of Children's Centres (VSOCC) has been serving families with young children since 1995. In partnership with many others, we have worked to create a vibrant community for families in the downtown peninsula of Vancouver. Today, VSOCC is the largest single-purpose organization providing non-profit child care in British Columbia.

### Our Mission

Work with government, business and community partners to develop and deliver quality services which help children and families thrive.

### Our Vision

Empowering children and families to reach their full potential and achieve life-long success.

### Our Values

#### Life-long Learning

Children are capable, competent, naturally inquisitive and learn best through play. We nurture children's natural desire to wonder and learn, and create safe learning environments that provide endless opportunities to explore, experiment, and meet their fullest potential. Educators are professional, qualified, reflective role models and co-constructors of learning who continuously challenge themselves to grow alongside children and families.

#### Diversity and Inclusion

We embrace diversity and create environments of acceptance, respect, understanding and inclusion. We commit to learn, understand and appreciate each person's unique attributes, abilities, and cultural history and ensure these are recognized and valued in our programs and work places.

#### Employee Well-being

We care deeply about our people and make every effort to bring out the best in each other. Teamwork, trust and employee well-being are vital to a positive workplace. We support and encourage each other when things are challenging or difficult. We are dedicated to professional and personal growth and invite opportunities to learn together.

#### Strong Partnerships

Trust is the foundation of every relationship and we are defined by the quality of our connections with children, families, government and community partners. Families are the first and primary teachers and caregivers who have the most important role in promoting their children's well-being, learning and development. We engage families and community partners in creating a feeling of connectivity, belonging and support.

## CENTRES

#### ATELIER CHILDREN'S CENTRE

396 - 825 Homer Street

#### BAYSHORE GARDENS CHILDREN'S CENTRE

200 - 581 Cardero Street

#### CHARLESON CHILDREN'S CENTRE

1378 Richards Street

#### DOROTHY LAM CHILDREN'S CENTRE

188 Drake Street

#### ELSIE ROY ELEMENTARY SCHOOL

150 Drake Street

#### INTERNATIONAL VILLAGE CHILDREN'S CENTRE

680 Abbott Street

#### CROSTOWN ELEMENTARY SCHOOL

55 Expo Boulevard

#### THE JUNCTION CHILDREN'S CENTRE

1059 Main Street

#### LIBRARY SQUARE CHILDREN'S CENTRE

301 & 401 - 345 Robson Street

#### THE MARK CHILDREN'S CENTRE

100 - 1362 Seymour Street

#### PENDER STREET CHILDREN'S CENTRE

100 - 1140 West Pender Street

#### QUAYSIDE CHILDREN'S CENTRE

1011 Marinaside Crescent

#### SAPPHIRE CHILDREN'S CENTRE

1170 West Pender Street

#### SEA STAR CHILDREN'S CENTRE

1451 Homer Street

#### SHAW TOWER CHILDREN'S CENTRE

505 - 1067 West Cordova Street

#### WEST VILLAGE CHILDREN'S CENTRE

131 West 2nd Avenue



## HIGH QUALITY

**Defining and consistently delivering high quality early learning and care in a safe environment.** We will ensure all programs have consistent quality elements including program environment, emergent curriculum, role of the educator and family engagement.

VSOCC is participating in the BC Early Childhood Pedagogy Network (ECPN). This network mobilizes the call for transformational change in early childhood education and is committed to creating conditions for pedagogical leadership through the role of a pedagogist in programs. Educators deepen their understanding of the principles of the BC Early Learning Framework and explore inquiry based learning that is lived through curriculum.

The 'Learning Through Play' resource was introduced to educators. This tool explores learning possibilities for various play experiences including sensory, gross motor, fine motor and social and emotional development.

In consultation with a Vancouver Coastal Health dietician, a revised lacto-ovo vegetarian food program was launched. Subsequently, UBC students in Applied Public Health Nutrition completed a nutritional analysis and confirmed that lunches exceed the target daily lunch nutrient requirement by 13%.

A curriculum application, Storypark, was launched to improve families' engagement with pedagogical inquiries, learning and development of children.

Through gardening and harvesting of fruits and vegetables, children increased their connection to the land, place and nature. All playgrounds have children's gardening areas and equipment for outdoor planting and curriculum activities.

Our annual Family Survey continues to be an important opportunity to gather feedback.

- 96% of families strongly agree/agree that their opinions as a parent/guardian are respected and valued
- 95% strongly agree/agree that educators work with families to resolve any issues or concerns
- 97% strongly agree/agree that their child has strong and positive relationships with their educators
- 97% strongly agree/agree that the curriculum, activities and program experiences introduce children to new ideas
- Overall, 97% are satisfied with their family's experience at VSOCC

## ORGANIZATIONAL CAPACITY

**Enhancing and evolving organizational capacity.** We will build capacity in our existing systems and introduce new options to improve the effectiveness, efficiency and consistency in our administrative functions.

VSOCC submitted \$10aDay applications for all eligible programs and was approved for two Centres.

Ipads for use by educators were added to all programs to support enhanced curriculum and documentation and engagement with families.

An advanced financial reporting tool was introduced to automate reporting and allow for easier access to financial information required for analysis and decision making.

Numerous capital projects were completed including playground enhancements replacement of floors and countertops and damaged millwork due to rigorous COVID-19 cleaning protocols.

Transitioned to IT Managed Services and relocated our backup system offsite, upgraded our server, improved WIFI connections in Centres and updated our firewall for increased security. We are currently preparing for the migration to Office 365.

Sustainability initiatives continued with improved sorting and managing of waste and recycling.

## GROWTH

**Leveraging and supporting the growing demand for childcare.** We will identify opportunities to grow and create additional childcare spaces.

Continue to collaborate and work closely with the City of Vancouver to explore opportunities to increase the number of child care spaces through new developments.

VSOCC has been appointed to operate new child care facilities at:

- Coal Harbour (64 space; target completion 2024)
- Pearson Dogwood (69 space; target completion 2024)
- Oakridge Civic Centre (69 space; target completion 2024)
- Alberni Street (56 space; completion to be determined)

With a strong and stable infrastructure and the recent federal and provincial governments commitment's to increasing the number of child care spaces, VSOCC is well-positioned to support growth.

## GREAT PEOPLE

**Building a capable, aligned and engaged workforce.** We will work to advance recruitment, succession planning, onboarding, performance management, and training and development strategies.

With continued focus on recruitment and retention, VSOCC is in a strong position with few vacancies and low turnover.

All managers and supervisors participated in nine hours of leadership training.

Standards of excellence and guiding principles for educators were created and shared.

To ensure strong succession for the role of supervisor, a Supervisor Training Program was developed and provides knowledge and experience for educators expressing interest in the supervisor role.

Our Spring Professional Development Day hosted Danielle Alphonse, an indigenous speaker and advocate who helped us explore what it means to decolonize early learning programs. Also, BC Centre for Ability addressed the meaning of inclusion and how to ensure inclusive care for children and families.

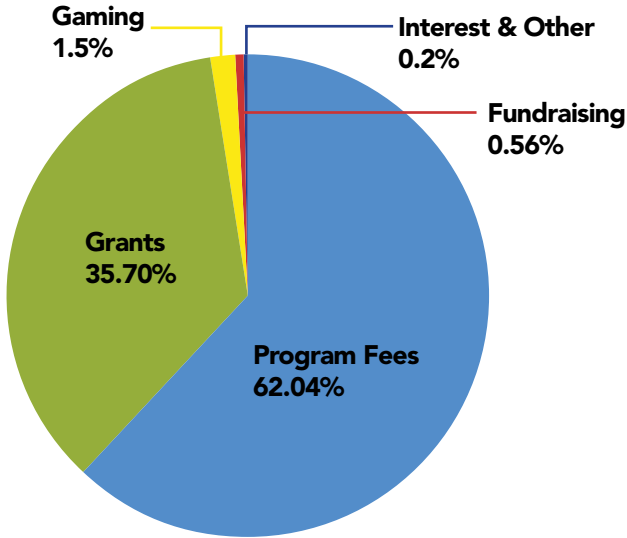
Our annual Employee Survey is an important opportunity to gauge employee engagement and feedback.

- **93%** of employees strongly agree/agree that they are proud to work at VSOCC
- **95%** strongly agree/agree that VSOCC demonstrates a commitment to diversity and inclusion
- **98%** are very satisfied/satisfied with their relationships with families
- **85%** are very satisfied/satisfied with opportunities for ongoing professional development
- Overall, **94%** of employees are very satisfied/satisfied with their employment at VSOCC



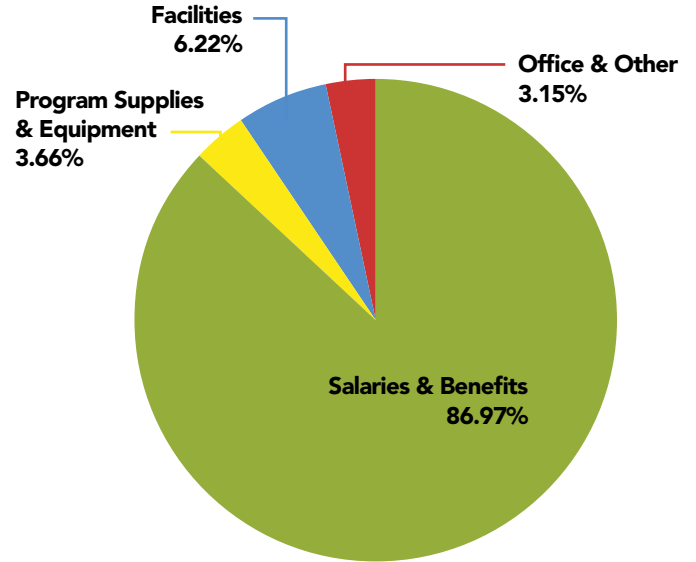
## FINANCIAL OPERATIONS FOR THE YEAR ENDED MARCH 31, 2022

### REVENUE



**\$14,977,674**

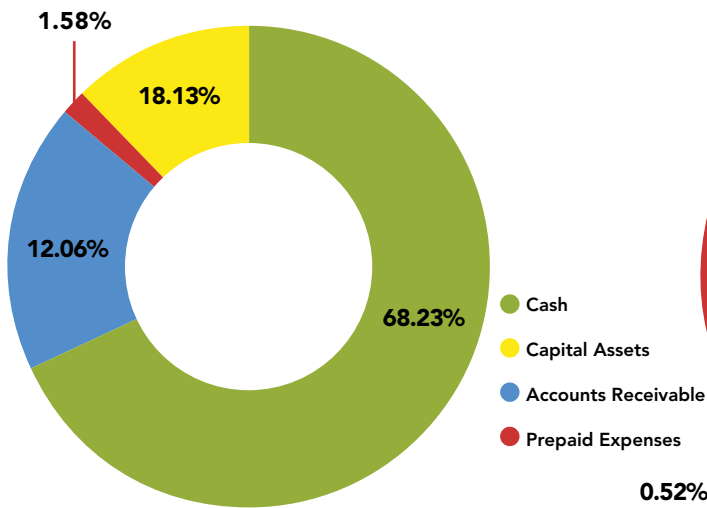
### EXPENSES



**\$14,965,006**

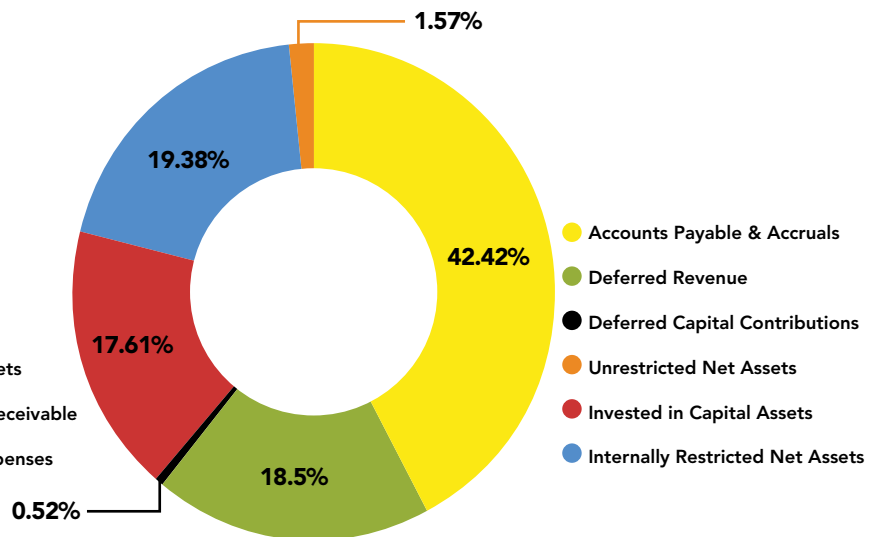
## FINANCIAL POSITION AT MARCH 31, 2022

### ASSETS



**\$1,712,011**

### LIABILITIES & NET ASSETS



**\$1,712,011**

VSOCC's audited financial statements were completed by BDO. A copy of the 2022 audited financial statements is available upon request.