



VANCOUVER SOCIETY OF CHILDREN'S CENTRES

Annual Report
2024 – 2025



**EMPOWERING CHILDREN AND FAMILIES
TO REACH THEIR FULL POTENTIAL**

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MESSAGE FROM THE BOARD CHAIR AND CEO

We are pleased with all that we've accomplished together this year. With heartfelt thanks, we acknowledge the unwavering dedication of our employees, the guidance of our Board of Directors, and the generous support of our government and community partners. Their shared commitment to our vision has been the foundation of our work, helping us create meaningful, lasting impact in the lives of the children and families we serve.

At VSOCC, we remain focused on delivering the highest quality learning experiences, recognizing that meaningful early learning is the foundation for lifelong learning and development. We continue to invest in our Educator's professional development, deepening their practice and ability to integrate the principles of the BC Early Learning Framework into their daily practice.

Through our valued partnership with the BC Early Childhood Pedagogy Network (ECPN), we are proud to support the work of a Pedagogist who plays a vital role in this professional learning journey. This ongoing collaboration enriches our programs and fosters a culture of inquiry, innovation, and reflective practice that aligns with our vision for early childhood education—one where educators are supported as professionals and children are seen as capable, competent and curious learners.

All VSOCC centres are proud participants in the \$10aDay ChildCareBC program, which has had a profound and positive impact, particularly for low-income and vulnerable families. However, only about 10% of families in licensed child care programs in BC have access to \$10 a day child care.

BC was a national leader in child care and for a few years, there was significant progress in making affordable child care available to more families. However, this progress has stalled. With only three years left in the government's 10-year plan, BC has not increased child care funding in its last two budgets, and no new provincial investments have been committed toward achieving quality, universal \$10aDay child care by 2028. We call on BC to renew its commitment to \$10aDay child care and reinvest in creating more child care spaces to meet demand.

In the City of Vancouver, the number of available child care spaces continues to fall well short of the current and growing demand and many families are forced to join waitlists for months, sometimes even years before their child is eligible for care, with no guarantee of securing space. This shortage places tremendous stress on families, particularly those with limited resources or inflexible work schedules, as they struggle to balance employment and caregiving responsibilities without reliable access to early learning and care.

VSOCC is actively working to expand access across the city, and we are honoured to have been selected by the City of Vancouver to operate several new childcare centres. Centres at Coal Harbour Elementary School and the Oakridge Civic Centre will open in 2026. We continue to make investments to strengthen our organizational capacity and ensure we are well equipped to meet the growing demand.

We extend our sincere appreciation to our families for their continued support of VSOCC and for placing their trust in us to nurture and educate their children. We recognize the critical importance of the early years in shaping a child's development and remain deeply committed to fostering environments that empower each child to thrive and reach their fullest potential.

Sincerely,



Michelle Simpson
Chair, Board of Directors



Bernice Scholten
CEO

The Vancouver Society of Children's Centres (VSOCC) is a non-profit organization providing licensed childcare since 1995. In partnership with government, community and business partners we design, develop and operate childcare facilities in the City of Vancouver. VSOCC currently operates 33 licensed childcare programs offering 756 spaces in 15 locations. Licensed childcare programs include group care for children ages three months to kindergarten and school age programs.

Our Mission

We develop and deliver excellent quality, inclusive child care services in collaboration with government, community and business partners

Our Vision

Empowering children and families to reach their full potential

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

CROSSTOWN 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

QUAYSIDE CHILDREN'S CENTRE

1011 Marinaside Crescent

SAPPHIRE CHILDREN'S CENTRE

1170 West Pender Street

SEA STAR CHILDREN'S CENTRE

1451 Homer Street

WATERFRONT CHILDREN'S CENTRE

505 - 1067 West Cordova Street

WEST VILLAGE CHILDREN'S CENTRE

131 West 2nd Avenue



STRATEGIC PRIORITIES

QUALITY CHILD CARE AND LEARNING

Deliver excellent, inclusive childcare and learning opportunities in a safe environment.

- Children and educators are active and responsive participants in co-constructed emergent curriculum
- Families are partners and active participants within the program
- Program environments are safe and serve as a key facilitator to inspire children's curiosity and learning
- Children engage in a variety of opportunities to connect to the land, place and nature in VSOCC's playground landscapes and gardens
- VSOCC's Food Program is healthy, sustainable, and diverse and supports children to develop healthy eating habits and attitudes

EMPLOYEE CARE

Build and retain a healthy, capable and engaged workforce where employees are valued.

- VSOCC has a pool of qualified candidates who have the necessary skills, accreditation, knowledge and experience to meet current and future staffing needs (Recruitment and Staffing)
- High performing/high potential employees are identified and developed to assume leadership positions in the near, mid and long term (Succession Planning)
- Newly hired, transferred and promoted staff are valued, engaged contributors and well-integrated into their teams (Onboarding and Orientation)
- VSOCC employees are dedicated, enthusiastic contributors on their teams and committed to the organization. Employees are encouraged and supported to maintain their well-being. (Employee Engagement and Well-Being)
- Employees have the knowledge and skills to confidently perform their responsibilities, comply with regulatory requirements and meet strategic objectives (Training and Development)
- Working together, supervisors and employees plan, monitor and review performance (Performance Management)



DIVERSITY, EQUITY AND INCLUSION

Increase capacity to deliver attainable, equitable, diverse and inclusive childcare spaces and workplace environments.

- VSOCC is reflective of the communities in which we operate. All families and employees feel included, valued and respected.
- VSOCC's inclusion policy guidelines respond to the diverse needs and abilities of children

ORGANIZATIONAL CAPACITY

Enhance and evolve organizational capacity to allow us to scale up and meet the demand for more childcare spaces.

- VSOCC technology systems are efficient and scalable
- VSOCC information technology structure is secure, efficient and effective in supporting all areas of the operation
- Data management, storage, and record keeping are secure and managed efficiently and effectively
- VSOCC staff and program structure support growth and align with \$10aDay requirements
- VSOCC's actions support sustainability initiatives
- VSOCC operates and maintains high quality facilities and assets for the long term

GROWTH

With partners, collaborate and support the creation and development of new childcare spaces.

- VSOCC has a strong relationship with the City of Vancouver, is aware of potential growth opportunities and influences the design and development of new childcare facilities in the City of Vancouver
- Opening of Coal Harbour and Oakridge Centres
- VSOCC supports the design, opening and operation of new quality childcare facilities



2024 – 2025 HIGHLIGHTS

QUALITY CHILD CARE AND LEARNING

Educators were supported and encouraged to consistently use the BC Early Learning Framework (BC ELF) and its key elements (Pedagogy of Listening, Critical Reflection and Collaborative Dialogue) in their everyday practice. Eighty-five percent of families acknowledge they have been introduced to the BC Early Learning Framework (BC ELF) through their program.

Our Pedagogist from the Early Childhood Pedagogy Network (ECPN) continued to actively engage and collaborate with Educators to introduce new ideas, theories, materials and learning opportunities. She also facilitated several Learning Circles reflecting on and planning strategies to support and enhance Educator practices.

VSOCC hosted two professional development days and an annual curriculum planning day where educators reviewed and reflected on their approach to curriculum and children’s learning. One session, *Slow Hands, Caring Eyes: Responsive Caregiving in Early Years* invited Educators to consider and critically assess caregiving through the lens of ethical and respectful caregiving practices.

Sea Star and Dorothy Lam part-time Preschool programs were transitioned to full-day, and the Elsie Roy School-Age program was extended from a 10-month to 12-month program.

Completed numerous upgrades and repairs to our interiors, natural outdoor playgrounds and structures including garden revitalization.

Annual Family Survey

| | | | |
|--|---|---|--|
| 99.7% are satisfied with their overall experience at VSOCC | 97% feel educators respond to questions and concerns in a timely manner | 98% feel their child has strong and positive relationships with Educators | 96% feel their opinions and beliefs are respected and valued |
|--|---|---|--|

EMPLOYEE CARE

- Staff retention and recruitment remained a top priority, resulting in minimal vacancies and low turnover throughout the year.
- The School-Age program staff completed a comprehensive nine module training program inspired by the BC Early Learning Framework: *Middle Years Child Care Fundamentals, Principles & Practices*.
- An online staff scheduling application was implemented to assist with building schedules, managing availability and time off and filling open shifts more quickly.
- Leadership training program was developed and implemented to support effective succession planning and to identify potential leaders for the opening of upcoming Centres.

Annual Employee Survey

| | | | |
|---|---|---|--|
| 94% recommend VSOCC as a good place to work | 96% feel they have input into decisions within their team | 96% feel interactions with co-workers are honest, friendly and respectful | 96% are satisfied with their employment at VSOCC |
|---|---|---|--|



DIVERSITY, EQUITY AND INCLUSION

- A professional development day provided staff with an opportunity to critically examine their perceptions of vulnerable populations and explore how systemic structures, institutional policies and everyday practices contribute to and reinforce these views.
- Collaborated with Vancouver Public Health to identify and prioritize low income and vulnerable families in our community in need of childcare.
- All staff attended a half-day *Two-Eyed Seeing* workshop, exploring both Western and Indigenous perspectives to enhance understanding and cultural responsiveness.
- Organized a variety of family events within our programs, inviting families to share their unique cultural traditions and celebrations, fostering a sense of community and inclusion.
- With partner organizations, we actively advocated for the resources, support and inclusive care necessary to meet the diverse needs of children with additional needs. This included promoting access to specialized services and inclusive programming.
- In the annual family survey, 98% of respondents agreed that Educators demonstrate a commitment to diversity and inclusion.

ORGANIZATIONAL CAPACITY

- Completed additional enhancements to our waitlist and enrollment application and began testing of attendance tracking and fee automation modules.
- Transitioned to a new security monitoring system to enhance response times, ensure reliable communication and improve the quality and consistency of maintenance services.
- Food Service Department hired casual and multi-site cooks to cover staff absences, reducing the need for Educator to provide food service support.
- Comprehensive project plan was developed to guide and manage the successful startup of new Centres. This includes key milestones, timelines, resource allocation and coordination across departments to ensure a smooth and efficient opening process.

GROWTH

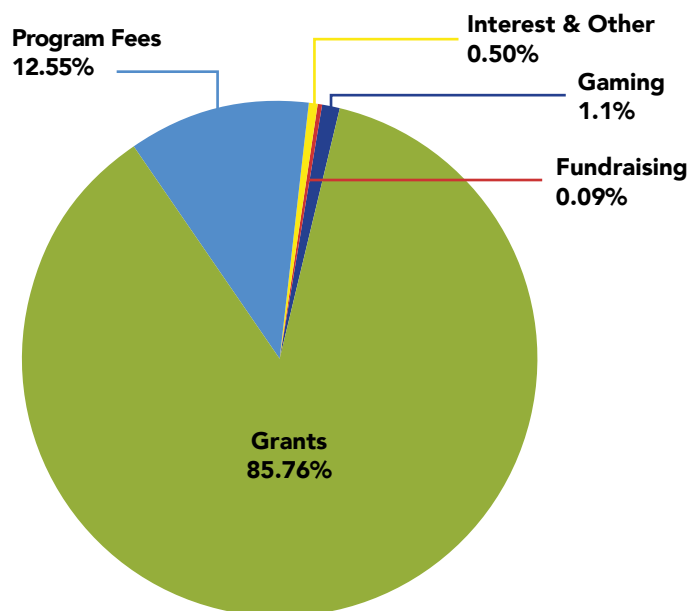
To meet the ongoing and increasing need for childcare spaces, VSOCC is actively collaborating with the City of Vancouver to identify, design, develop and open new childcare facilities.

VSOCC has been appointed by the City of Vancouver to operate several new facilities, which are in various stages of development or construction including:

- | | |
|--|---|
| • January 2026: Coal Harbour – 480 Broughton Street (69 space) | • 5570 Manson Street (37 space) |
| • March 2026: Oakridge Civic Centre – 650 West 41 st Avenue (69 space) | • 481 W 49TH (37 space) |
| • September 2026: Marpole Community Centre – (74 space) | • 533 W 49TH (37 space) |
| • Fire Hall – 999 Expo Boulevard (44 space) | • 1157 Burrard (37 space) |
| • Granville Loops – 625-777 Pacific Boulevard (37 space) | • 1040 Barclay (37 space) |
| | • Pearson Dogwood (69 space) |
| | • 1444 Alberni Street (56 space) |

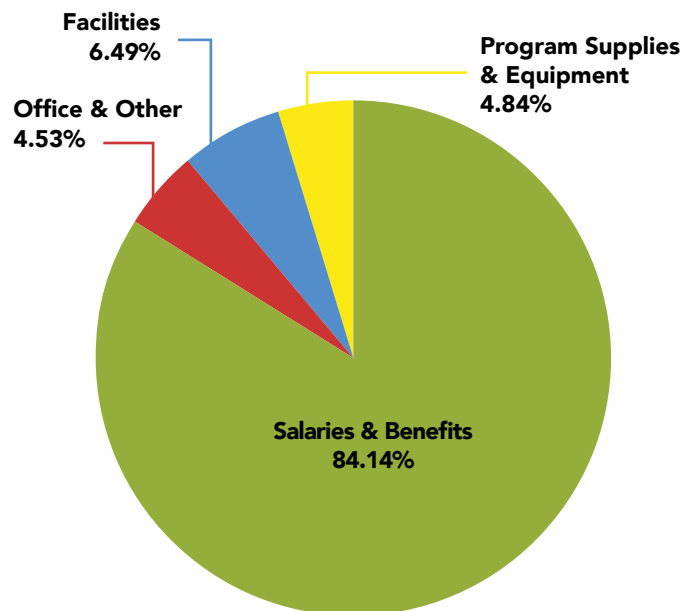
FINANCIAL OPERATIONS FOR THE YEAR ENDED MARCH 31, 2025

REVENUE



\$20,497,269

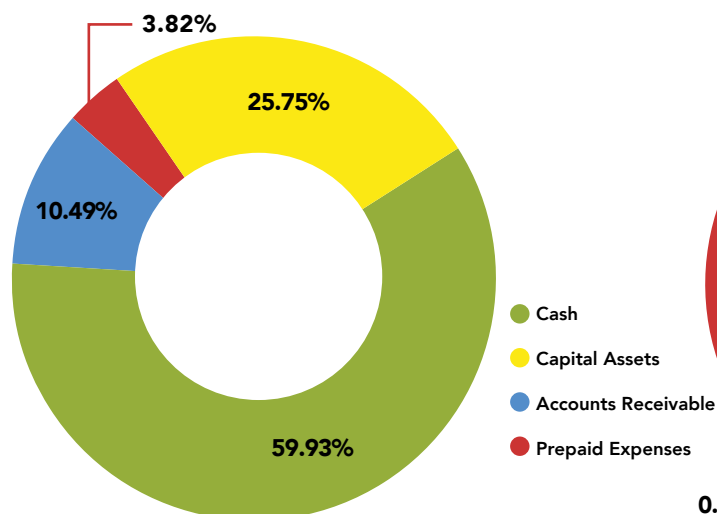
EXPENSES



\$ 20,354,783

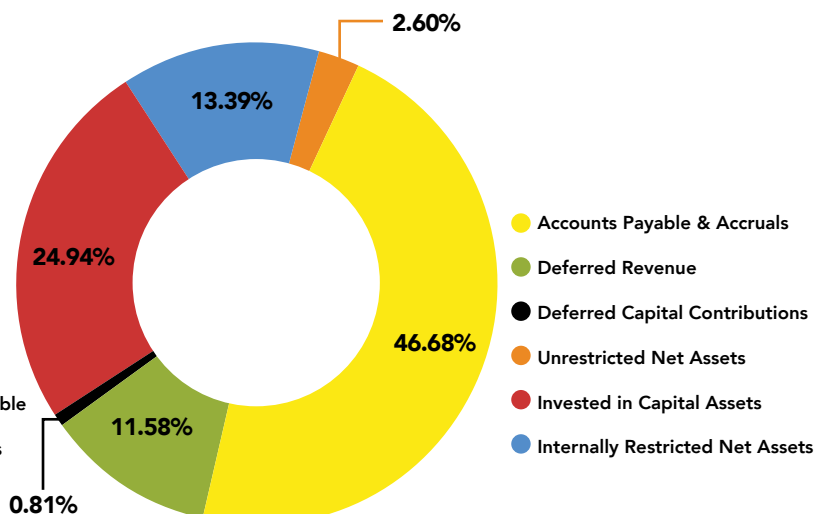
FINANCIAL POSITION AT MARCH 31, 2025

ASSETS



\$2,521,416

LIABILITIES & NET ASSETS



\$2,521,416

VSOCC's audited financial statements were completed by BDO. A copy of the 2025 audited financial statements is available upon request.