

MANAGEMENT REPORT

Date: August 11, 2025
To: Mayor and Council
From: Shannon Archer, Business and Integration Manager
Corry Gunn, Manager of Day Care
Report Number: COU25-097
Attachments: None

Title: Shift in Staffing Complement at Anne Hathaway Day Care

Objective: To seek authorization for a staffing adjustment at Anne Hathaway Day Care by reducing temporary supply Teaching Assistant staffing by 2.16 full-time equivalents (FTE) and increasing the permanent Teaching Assistant positions by 2.0 FTE.

Background: Anne Hathaway Day Care (AHDC) has undergone significant facility and service expansions since 2018. Recently, in alignment with the enhanced capacity, the daycare has transitioned a half-day program into a full-day program to more adequately meet the requirements of the community.

Regulatory Compliance: AHDC operates under the Ministry of Education guidelines per the Child Care and Early Years Act (2014). Ontario Regulation 137/15 mandates employee-to-child ratios, necessitating reliance on supply staff during absences to maintain these ratios.

Analysis: The current staffing of one manager, and thirteen full-time staff is not meeting the Ministry of Education's mandated child-to-teacher ratios when factoring in planned and unplanned absences. This results in a heavier reliance on temporary supply staff for both planned and unplanned absences.

Staff Utilization: Current practice is to utilize supply teachers for approximately 8,136 hours per year (3.9 FTE). Transitioning 4,500 hours (2.16 FTE) of these hours from supply to two permanent positions ensures stable delivery of program services, reduces stress, and mitigates burnout among full-time staff and ensures that Ministry guidelines for child-to-teacher ratios can be met.

Switching from supply staff to permanent Early Childhood Education (ECE) positions will benefit the daycare with:

More Consistency and Stability:

- Permanent staff provide more consistent care and establish more stable relationships with the children, enhancing emotional security and development.
- Disruptions in daily routines caused by frequent changes in staffing, are reduced, fostering a predictable environment for children.

Improved Educational Outcomes:

- Permanent ECE staff implement and maintain more consistent educational programs with continuity in teaching methods and curriculum.
- Long-term planning and ongoing developmental assessments for each child are enhanced.

Operational Efficiencies:

- The administrative burden and uncertainty associated with hiring and managing large pools of supply staff are reduced.
- Permanent staff arrangements streamline scheduling and reduce the need for emergency staffing solutions.

Regulatory Compliance:

- Child-to-staff ratios mandated by regulations can be met more consistently as permanent staff are more reliably available compared to on-call supply staff.

Financial Stability:

- While upfront costs for permanent staff salaries and benefits are typically higher, they often result in long-term savings through reduced recruitment and training expenses and lower turnover rates. Further there is a reduced reliance on the supply staff hours.

Financial impact to current year operating budget:

This shift in staffing will have a financial impact on direct overall costs to the City estimated at \$28,600 annually. This represents the increase related to benefit costs of a full-time employee and a partial offset by a reduction in the number of supply hours expected moving forward. Indirect savings will also result due to lower turnover rates, training and integration costs. Reduced risks related to not meeting Ministry guidelines are also an expected outcome from this change.

Financial impact on future year operating budget:

Other than anticipated economical increases to wages associated with these positions, there are no impacts expected in future years.

Alignment with Strategic Priorities:**Work Together For Greater Impact**

This report aligns with this priority as this shift will allow the program to efficiently and consistently accommodate both current enrolment and any anticipated increase in preschool enrolments. Further, by consistently providing high-quality childcare, the

programs are poised to sustain steady and maximized enrollment, improved educational outcomes, and strengthened community support for family-friendly policies.

Alignment with One Planet Principles:

Health and Happiness

Encouraging active, social, meaningful lives to promote good health and wellbeing.

Equity and Local Economy

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

Staff Recommendation: THAT Council support changing the staffing model at Anne Hathaway Day Care Centre;

AND THAT the Director of Social Services / Interim Director of Human Resources be authorized to implement the changes in staffing model as noted, removing 4,500 hours of teaching assistant supply hours and adding two full time Teaching Assistant positions.

Prepared by: Shannon Archer, Business and Integration Manager
Corry Gunn, Manager of Day Care

Recommended by: Kim McElroy, Director of Social Services and Interim
Director of Human Resources

Approved for Council by: Adam Betteridge, Interim Chief Administrative Officer