Bright Starts Cooperative Early Learning Centre Board Meeting
Tuesday, January 16th at 7:30 pm
Minutes

Attendance: Heidi, Stacey, Karen, Robi, Lula, Heather, Micaela, Dave, Sarah, Angie, Avery, Michelle, Matt, Eleanor, Rebecca, Elizabeth

Change in agenda, Heidi to do succession planning first

7:30 pm Succession Planning Final Report - Heidi

BDO Succession planning highlights – presentation on powerpoint

- Recommended keeping an HR person at BrightStarts
- Went through creating a recruitment strategy with suggested activities, checkmarks next to ones we already do – posting to multiple platforms, relationships with colleges/programs and networking…
- Surveys unveiled some challenges – listed on slide
- Quick wins BDO summarized – set succession planning expectations for long and short term goals, cross training and collaboration for staff and 2) support internal development – lunch and learn, utilize online trainings
- Looked at training courses that would be beneficial across all staff, table in powerpoint
- Implement 9-box grid, leadership potential by performance that you put the employee into after their annual review.
- Develop and maintain a succession plan – steps outlined, ongoing HR support is key to success
- Table that shows overlap for succession changes, ideal and realistic timelines, for different position levels
- Positions in red are upcoming retirements in the next 3-7 years.
- Revised structure –two new positions suggested: team lead infant and toddler team, and team lead for preschool team – roles and recommendations outlined in presentation for monetary compensation.
- Option comparison 1 – keep structure as is, 2 – revise organizational structure – risks here: would impact budget and would require approval for this.

Questions:

Dave: Did BDO present financials for each option? Stacey: no they did not.

Robi: For team lead positions, are these permanent or temporary where they can be rotated through to give more people the opportunity to grow through leadership? Heidi: something identified was communication issues – the more leadership it gets complex quickly, multiple people taking the lead, can create challenges. Stacey: we also don't have capacity to roll this out the way we want to - ex if Chris Anne was gone, her lead would fill in then they would come out of their room and we'd have to backfill that role… Currently 5 people we rotate when the opportunity presents itself – can we do honorarium when it does happen, another thing indicated was not a lot of room or opportunity for advancement in childcare. We also do mentoring for new employees to make on-boarding less confusing for new roles.

Michelle: Are their manuals somewhere if someone does need to step in – are there manuals somewhere that they can refer to, to reduce these communication issues? Stacey: we should be making these.
Eleanor: I think referrals is a good competitive way to get ahead in this job market
Robi: A term to allow for training prior to when retirements are going to happen – when we we would open competition etc. Heidi/Stacey: Slide in presentation outlines this – timelines after the hiring process.
Avery: Just wanted to ask if you could review the next steps / timeline going forwards for the succession planning process and, ideally, when we'd like the Board to make decisions on recommendations. Heidi: the 9 box grid would help determine who moves where if someone is stepping down. Stacey: probably come back to board in 2 months.
Dave: OHD reach out for a set of courses or some sort of arrangement on campus with daycare to do courses, these all exist at the university, these costs listed on the slide are very high.
Stacey: We have in the past yes.
Michelle: con: disgruntled staff, how many people do you anticipate will be going for these new roles, how much disgruntling do you think will come from this? Will people be really discouraged if they aren't picked?

8:07 Approval of Agenda (2.5 minutes) – **Robi**
Moved Michelle, 2nd - Heather, No abstentions, No opposed, Motioned carried

8:09 Approval of December minutes (2.5 minutes) – **Robi**
Moved - Micaela, 2nd - Matt, No abstentions, No opposed, Motioned carried

8:10 Executive Director's Report (40 minutes) – **Stacey**

2023 funding wrapping up – T5 reno done now, little items to come and fix up still, once that's done, we need University bills so we can finish paying that and submit our expense report to receive the rest of the funding.

Cwelcc core funding: for 2024, December 14th, teleconference, some guidelines are available, but many clarifications needed. We didn't learn anything new here, reiterated that existing revenue replacement will stay in place until September 2024.
Wage funding now 30.59 up from 28, extra $2 an hour for our staff.
Fee reduction hasn't been decided – nothing is firmed up thinking fall for next step down in fees
Additional cost escalation funding, we applied for in the fall, received around 86k, helped us balance our deficit budget, similar funding in 2024, will be called emerging something funding
Workforce compensation, wage floor increased from 20 – 23.86 for eligible staff through to 2026.
Next steps for us – waiting for application to come out, funding guidelines to come out

Kitchen switched to winter menu
Inspection – no non-compliances
Enrollment 2/5 operating at 15, goal for this year move all to 15, in March hoping to move two more

Planning for P6 already to open in March, helps with movement in the centre, toddlers get moved around, and takes kids off the waitlist.
January occupancy infants at 100%, toddlers at 80%, preschool at 100%

In camera – Robi motioned, Heather moved, Eleanor second, no opposed, no abstentions, motion carried

Recruitment for educators to increase capacity in toddler programs, struggle to get applicants right now, grads come out in may, hoping we get more then.

Mat leave employee not returning in March, not returning until July.

Annual licensing inspection last Friday, good visit, no non-compliances yay! Celebrating with bagels for staff.

Childcare growth and expansion – region launching an RFP process, to create 1600 new cwelcc spaces between 2024 and 2026.

Considering working with a HR consulting firm, a lot of legal policy changes – Accessibility for Ontarians with Disability Act- depending on how many employees you have there are some new components well have to implement, continuation of bill 149 that have changed, wording in employment contracts that we don't have expertise in anymore, different developments for deia that we need to incorporate into new approaches. 6mo – 1 year to get some expertise in, BDO was expensive. Next meeting hopefully some quotes from some other firms.

Bright starts birthday week – just ended, good feedback from families, expressed interest in more events like this.

July 18th for annual fun fair – save the date, booked erick trapplin, also trying to get a local spider man in.

Heather: support from university – with HR policies, is there any support the university can provide to us?

Michelle: is it out of the question to ask for a parent volunteer to help? We discussed and the answer is no, time constraints etc.

8:42 Treasurer's Report – Avery and Elizabeth

December audit adjustments still, final numbers where we are so far
Honorarium for antiracism course shows up here, with staff bonuses in payroll expense for december
General admin 2400 for succession planning, janitorial invoice hasn't been received or entered for December yet.
YTD – were exceeding our budget in all these line items

Above our planned deficit
Balance sheet highlights - Positive cashflow in December, 5k transferred, no change in investments.

8:48 Nominations - **Eleanor and Robi**
Look at may 14 for AGM
Motion to host the 2024 agm on may 14th - Dave moved, Feather 2nd, no abstentions, no opposed , motion carried.
Hybrid or in person – will be hybrid
Start time – 4:30 PM
Eleanor, Robi moving on
Sending out an email soon to ask about intentions to stay or move on from board
Recruitment strategies

9:00 New business for next meeting
Eleanor – Stacey mentioned parents mentioned they wanted more social stuff, the funfair will be the biggest, we can come up with some other ideas that are small.

--- **Regrets for next meeting** (Feb 20th)

--- **Feedback** (from Gmail and Box) – zero

--- **ADJOURNMENT**