



To: Early Learning Centre (ELC) Community
St. George Campus

From: Francesca Dobbin
Director, Family Programs & Services

Christina Sass-Kortsak
Assistant Vice-President, Human Resources

Re: Management Restructuring & Transition to Full-Day Kindergarten

Date: March 26, 2013

During the past several months we have been carefully assessing the impact of the provincially-mandated move to full day kindergarten on the ELC. As a result of this ongoing review, and in consultation with our licensing representatives at the municipal and provincial levels of government, we are now able to provide you with an update.

Effective September 2014, the ELC will no longer offer a kindergarten program. The period from July, 2013 to September, 2014 will be a transitional year for the ELC as we start to mitigate the loss of approximately 40 kindergarten spaces. Over the next year our plan is to start converting kindergarten spaces (for 4 - 5 year olds) to Jr. & Sr. preschool spaces (2.5 – 3.8 year olds) through attrition as kindergarten-aged children start to move into the public school system full-time. Because we will be serving more preschool-aged children our maximum licensed capacity under the Ontario Day Nurseries Act (DNA) will be reduced by 6 spaces.

It is our goal to continue to exceed minimum DNA child-to-adult ratios with Registered Early Childhood Educators (RECE) and therefore we do not intend to reduce the number of RECE's or Classroom Assistants. That said, operating with 6 fewer spaces will result in a loss of revenue of approximately \$96, 500. An annual operating deficit of this magnitude is not sustainable.

Restructuring of the current management model as of May 2013

When the previous ELC manager retired, we advised families that we would be assessing the management structure at the ELC. With these upcoming changes it has become clear that to minimize the impact on the quality of service, while still allowing the ELC to exceed the minimum licensing requirements and to maintain a financially-sustainable operation, we need to restructure the management model. Effective May 2013, the current Management team will be reduced by one full-time position and there will be some administrative streamlining.

The ELC Manager, Karen Venneri, will continue to be responsible for the overall daily management of the ELC, and she will assume the-day to-day supervision of the Infant & Toddler program. Ilyana Browne-Gordon, will continue in her role as the Preschool & Kindergarten Program Supervisor for both the Glen Morris and OISE sites.

Unfortunately, the management restructuring will result in the layoff of Cassie Patriquin, who is our supervisor with the least seniority (2.5 years). At this time we'd like to thank Cassie, who is currently on a leave of absence to pursue a professional opportunity with the broader child care sector, for the valuable contributions she has made during her time here.

Irene Sheridan was hired on a term appointment in December 2011 during Ilyana's maternity leave, and her term was extended due to Cassie's leave of absence. Irene's term will end on April 30, 2013, and we thank her for her many contributions as the acting supervisor.

To provide Karen with additional time to focus on program and staff development, Francesca Dobbin, the Director, Family Programs & Services, who has recently returned from a leave of absence, will resume responsibility for the ELC's budget planning and financial management. Sylvie Brown will continue to

provide day-to-day administrative and business support in her role as the Business Coordinator.

We are confident that this reduced management structure will not impact negatively on the quality of care offered to the children. To ensure this outcome Francesca will work closely with Karen and her team to assist with this transitional period and to monitor the effectiveness of the new management structure. We will also continue to monitor the impact of full day kindergarten and other regulatory changes on the operation of the ELC and will keep staff and families posted as the situation continues to evolve.

We know you might have questions and want to let you know that Karen, Francesca and I will be available to answer questions and address concerns in the Family Resource Centre, ELC basement at 7 Glen Morris St.:

- For ELC Parents on Wednesday March 27th from 3:30-5:30 p.m., and on Thursday March 28th from 8-10 a.m.
- For ELC Staff on Wednesday March 27th from 6:15 -7:30 p.m.

Recognizing that some families may be away this week, we are open to scheduling an additional meeting time for the following week. If this is of interest to you please contact Karen. Alternately, please feel free to reach Francesca at 416.978.3239 or f.dobbin@utoronto.ca and Karen at 416.978.6726 or karen.venneri@utoronto.ca.

We are grateful to you for your understanding and thank you in advance for your continued support.