

Report to Council

Report Title: Proposed Change to Service Delivery (Annual Summer Closure)

Prepared By: Carri-Ann Scott – Manager, Child Care Services

Department: Child Care

Date: August 12, 2025

Report Number: BCCC2025-05

File Number: C11BR

Attachments: Family Notification – Summer Closure

Recommendation:

That the Council of the Municipality of Brockton hereby receives Report Number BCCC2025-05 - Proposed Change to Service Delivery (Annual Summer Closure), prepared by Carri-Ann Scott, Manager, Child Care Service, and approves a fixed annual one-week closure for Toddler and Preschool programs during the first week of July, beginning in 2026.

And further that Council acknowledges the attached draft parent notice, which will be distributed to families upon Council approval of this change.

Report:

Background:

The Brockton Child Care Centre (BCCC) currently allows families five unpaid “vacation days” during the summer. While this policy offers flexibility, it creates financial and operational challenges. Many families reduce their summer care days due to the policy linking summer attendance to fall enrollment eligibility. This results in:

- Significant lost revenue
- Unpredictable attendance
- Inefficient staff scheduling
- Increased administrative workload

Many licensed child care centres address these same challenges by implementing a fixed summer closure week. This approach is considered an industry best practice, as it provides predictable scheduling, reduces administrative complexity, and supports financial sustainability.

Analysis:

Current Challenges:

1. Lost Revenue:

Vacation days cannot be backfilled because child care enrollment is continuous, and staffing ratios must remain in compliance with the Child Care and Early Years Act (CCEYA). Even when attendance is lower, payroll costs remain constant, as staffing reductions can only occur if a significant number of children from the same classroom are absent (e.g., eight children in a group of 24), which rarely happens.

This results in approximately **\$26,040 in annual lost revenue**. A fixed one-week closure would reduce this loss and generate an estimated **net benefit of \$9,348 annually** by decreasing lost billable days and reducing staffing needs.

2. Staffing Inefficiency:

Although child attendance is sporadic during summer weeks, we are required to have a full complement of staff and maintain child ratios to ensure compliance with our licensing body. Ratios are based on the Child Care and Early Years Act (CCEYA); we cannot reduce staff unless enough children from a single room are absent (e.g., 8 children from the same room), which rarely occurs. When families choose to take days of vacation randomly, scheduling staff appropriately is challenging, as the day-to-day attendance can vary greatly. A week-long closure will allow for more consistent enrollment for the remainder of the summer, thereby allowing for better staff scheduling.

3. Administrative Burden:

Individual vacation day tracking complicates invoicing, scheduling, and payroll. A single closure week would standardize billing for all families and reduce administrative workload.

Proposal:

- a) **Closure:** Toddler and Preschool programs will close annually during the first week of July.
- b) **Continuity:** The Summer Kindergarten/School-Age Program will remain operational.
- c) **Flexibility:** Families may take additional vacation time while maintaining enrollment.
- d) **Transition Support:** Families with children entering kindergarten may withdraw from summer care without affecting eligibility for Before and After School programs, which are managed via the OneList system.

Financial Impact:

Because spaces cannot be “resold” for short-term care, there is no opportunity to offset this loss. This creates a financial shortfall during the summer months, when operational costs such as utilities and staffing remain steady despite lower attendance.

- Current Policy Loss: **\$26,040 annually**.
- Proposed Closure Loss: **\$20,832** (as the first week of July typically has only four operating days).
- Estimated Staffing Savings: **\$4,140** (due to reduction in part-time staff hours).
- **Net Benefit:** Total operational savings of **\$9,348** annually with proposed closure.

Financial impact if summer Kindergarten and School-Age Program are still open:

Program	Rate Per Day	Number of Children Per Day	Revenue Per Day	Lost Revenue at 5 Days of Vacation	Lost Revenue at 4 Days of Closure
Toddler	46	30	\$1,380	\$6,900	\$5,520
Preschool	44	87	\$3,828	\$19,140	\$15,312
Total Revenue lost			\$5,208	\$26,040	\$20,832
Staff Savings			-	-	\$4,140
Total Impact			-	\$26,040	\$16,692
Total Savings from Centre closed the 1st week of July					\$9,348

Operational Impact:

- All Toddler and Preschool and ¾ of the BCCC administrative staff will receive vacation during this week.
- Staff retain flexibility for the remaining two weeks of their entitlement, with continuation of the current 75% required before September, so that the additional vacation time can be covered by staff who are specifically hired for the summer.
- Administrative load for invoicing and scheduling is significantly reduced.
- The Summer Kindergarten/School-Age Program remains open. However, this will be considered a separate program, with families choosing their week(s) of care without an impact on their September use of Brockton Child Care services, in a similar manner to the Recreational Camp programs run by the municipality.

Community Considerations:

- Families lose the flexibility of selecting five unpaid vacation days.
 - BCCC offsets this by:
 - Providing one unpaid week (the closure week).
- Families may ask, “Why is are the toddler and preschool programs closed if the summer Kindergarten and School-age program is open?”
 - The Kindergarten/School-Age Program is licensed separately and operates under different demand patterns.
 - This alignment supports a more sustainable operational model.

- Families of preschool-aged children heading to Kindergarten in the fall no longer need to hold a spot to be considered for before and after-school care.
 - The before and after school programming is enrolled via the OneList wait list system. All families, including those enrolled in the Toddler and Preschool programs, must be on the waiting list to be considered for enrollment in this program during the school year.

Conclusion:

Implementing a fixed one-week annual closure for Toddler and Preschool programs in the first week of July will:

- Reduce lost revenue and generate an annual net benefit of approximately \$9,348
- Improve staff scheduling and operational efficiency
- Lower administrative workload
- Maintain high-quality child care and flexible options for families

This strategic change supports financial sustainability, operational predictability, and service quality for the Municipality of Brockton. Approval is recommended for implementation beginning July 2026.

Strategic Action Plan Checklist:

What aspect of the Brockton Strategic Action Plan does the content/recommendations in this report help advance?

- | | |
|---|-----|
| • Recommendations help move the Municipality closer to its Vision | Yes |
| • Recommendations contribute to achieving Heritage, Culture, and Community | Yes |
| • Recommendations contribute to achieving Quality of Life | Yes |
| • Recommendations contribute to achieving Land Use Planning and the Natural Environment | N/A |
| • Recommendations contribute to achieving Economic Development | Yes |
| • Recommendations contribute to achieving Municipal Governance | Yes |

Financial Impacts/Source of Funding:

- Do the recommendations represent a sound financial investment from a sustainability perspective? Yes

The proposed one-week annual closure for Toddler and Preschool programs is expected to reduce lost billable days and staffing costs, resulting in a **net annual benefit of approximately \$9,348**. This change improves financial sustainability by lowering revenue loss from \$26,040 under the current policy to \$16,692 with the closure.

Reviewed By:



Trish Serratore, Chief Financial Officer

Respectfully Submitted by:

A handwritten signature in cursive script that reads "Carri-Ann Scott".

Carri-Ann Scott, Manager, Child Care Services

Reviewed By:

A handwritten signature in cursive script that reads "Sonya Watson".

Sonya Watson, Chief Administrative Officer