

The strategic challenge for RODS:

RODS currently does not have a strategy for dealing with the pending changes in the Regina daycare landscape.

The Board would benefit from a Management review of the opportunities and threats posed by the pending changes, with its findings reported to the Board prior to the 2023 Fall Retreat in late October. The Board may choose to review and discuss management's recommendations as a component of its Fall Board retreat.

The Board would ask that management consider all facets of the pending changes. This would include, but not necessarily be limited to considering the following:

- How should RODS deal with the anticipated enormous increase in demand for daycare services in Regina? What proactive measures, if any, can RODS take to avoid excessive turnover of experienced daycare staff?
- Should RODS continue to offer a portion of its daycare spaces to non-clients, given that demand by client families is likely to increase?
- The fact that revenues will be determined (and capped) by the Province introduces a significant new financial risk to RODS. What issues should be considered by the Board in deciding whether to remain in the daycare business?
- Given the poor availability of \$10-a-day daycare across Canada, and with Saskatchewan being by far the worst among the provinces, how can RODS best prepare to handle pressure from the Province to expand its daycare operations?
- How do RODS' daycare operations compare to those operated by other agencies in the Canadian settlement sector (e.g. seats per capita), and how are other agencies preparing to meet the challenge of the new environment?
- How can RODS recruit and retain experienced staff in what is likely to become a much more competitive environment from an HR perspective?
- Given that revenue streams are in essence prescribed by two levels of government and that these levels of government sometimes do not collaborate well, how can RODS best retain fiscal flexibility to ensure that daycare finances do not impact RODS' ability to deliver its other programs?
- Given that federal and provincial funding of daycare services are likely to be in a state of flux for the near term, how can RODS best leverage its network of contacts to ensure that it is fully informed about what is happening now and what is being considered for the future?