

2014 ANNUAL REPORT



Umbrella Family and Child Centres of Hamilton

"Good Care Educates. Good Education Cares."



Good Care Educates. Good Education Cares.



“No one has yet fully realized the wealth of sympathy, kindness and generosity hidden in the soul of a child. The effort of every true education should be to unlock that treasure.”

~ Lady Bird Johnson

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VISION, MISSION AND VALUES



In November 2014, the Umbrella Board and Management Team engaged in a visioning process to simplify and streamline the organization's Vision, Mission and Values statements... the following **DRAFT** statements were created. Prior to finalizing these, input will be sought from staff, parents and other partners to ensure that our

stakeholders identify with the new statements. It is also our intention to create a Philosophy Statement to complement these. Our 2015 Strategic Planning Process will invite you to complete a questionnaire that will address these and other aspects of Umbrella's operations. We value your input and hope that you will participate.

VISION:

Thriving Children, Competent Youth,
Responsible Citizens.

MISSION:

We are a leading childcare organization committed to high quality programs that are inclusive, accessible and promote learning and growth.

VALUES:

Caring
Collaboration
Enrichment
Respect
Trust

DRAFT



CHAIRPERSON'S MESSAGE



2014 was an important year for the Umbrella. It saw the departure of Janis Webster, the long term Executive Director who had contributed so strongly to its quality of care and programming, and the arrival of Pat Houlton as the new Executive Director. Turnover of an Executive Director is always a critical point for an organization, as it grapples with maintaining its best traditions while coping with change. We are grateful for the help we received from all our partners at this critical point, especially the City, HWDSB and ASCY, as well as from Jennifer Powell Fralick and Neil Curtis. Thank you for the welcome that Pat has received in this community.

The context in which we are working continues to unfold. Now in the final year, the Umbrella has weathered with some relief the roll out of Full Day Kindergarten. However, the creation of many spilt-shift positions for before and after school care is a major concern for hiring as well as the ECE profession. The implications of new funding changes provincially are still being worked out. The review of special education both locally and as part of a Provincial strategy are welcomed as the needs of children with special education become more challenging to address.

The Board of Directors embarked on major work to revamp our governance by reviewing our Vision

and Mission, beginning the process of developing a strategic plan, and developing a work plan to review policies and bylaws. The administrative structure has been reviewed and strengthened. We are blessed with hard working directors. I would like to thank Freda Vanopoulos, Lillian Orban, Diana Furry, Ted Cambridge for their continued support, for Laura Lukasik who joined the Board at the beginning of 2014, and the new directors Christine Bingham and Kathy Archer who started in December.

In all the changes of this year, staff have acted professionally and with commitment. We are blessed with the strong staff of the Umbrella. We would like to thank our new Executive Director, Pat Houlton for her skill at leading the Umbrella into new areas, while consolidating existing relationships and the culture of quality programming and care for which Umbrella prides itself.

We look forward to another successful year for the Umbrella.

Respectfully submitted,

Judith Bishop

Chair, Umbrella Board of Directors





*“Individually, we are
one drop. Together,
we are an ocean.”
~ Ryunosuke Satoro*



As I look back over the past year ... and it has been almost a year since I joined the Umbrella ... I envision a sea of friendly faces, both within the Umbrella and in the community. Each and every one of them is dedicated to working in partnership with each other and with families to ensure that children have the very best start in life.

It is reassuring to know that I stand on the shoulders of a strong Board of Directors, past and present, and the two incredible women who held the position of Executive Director, prior to my coming to Hamilton, Jennifer Powell-Fralick and Janis Webster. These are the people who have worked with administrative and front line staff to create the strong foundation that supports the work we do today. The legacy they have left will serve us well as we move into the future. Thank you.

I would especially like to thank the management team, the administrative staff and the supervisors' group, who have welcomed me, supported me and patiently explained to me how things work at the Umbrella. They have been open to new ideas and honest and wise in their evaluation of these. Missy Ashley, President of CUPE Local 3491, has tutored me in the implementation

of the Collective Agreement and patiently answered my many questions. Thank you.

Finally, I would like to acknowledge the work that is done by the front line staff each and every day. Much as I would like to think that I would get to know each and every family and their children, I realize that this is unlikely. The face of the Umbrella to these children and their families is the smiling, friendly face that greets them early every morning and says good-night to them at the end of the day. These are the staff that offer the quality programs the Umbrella is known for and upon whose work our excellent reputation is built. It is not always easy work but it is done with commitment and dedication. Thank you to each and every one of you!

I look forward to continuing to work together and I approach the next year with a sense of anticipation and optimism. I believe that as you read the rest of this Annual Report, you will see why that is the case.

Respectfully submitted,

Pat Houlton
Executive Director



2014



A

NEW EXECUTIVE DIRECTOR

In May 2014, Pat Houlton joined Umbrella Family and Child Centres in the role of Executive Director. Pat's most recent experience prior to coming to Hamilton was twenty-five years of progressive responsibility at PLASP Child Care Services in the Region of Peel. While there, Pat established the organization's first Early Learning and Child Care Centres, expanded and managed Before School, Lunch and After School Programs for school aged children and developed and managed the relief staffing system. She was a member of the Senior Management Team and participated at many community tables as a representative of the organization.

Pat describes herself as a passionate believer that good early learning experiences form the foundation for all future development and an advocate for the right of every child and family to have high quality, accessible and affordable early learning and child care. She is a graduate of Humber College (ECE) and York University (Psychology).

EXPANDED ORGANIZATIONAL STRUCTURE

In order to meet the growing needs of the Umbrella organization, the administrative structure was reviewed and expanded. The Management team now consists of an Executive Director, a Program Manager, a Human Resources Manager and a Finance Manager. Administrative roles include a Bookkeeper, a Financial Assistant and an Executive Assistant. Program supervision is provided by one full time Program Supervisor in each of our full day sites and three Area Supervisors, who are each responsible for six of our satellite extended day programs. Support for Information Technology and Marketing expertise is provided by outside consultants.

Good care educates • Good education cares



YEAR OF CHANGE

• Good care educates • Good education cares • Good care educates •

WELCOME TO TWO NEW BOARD MEMBERS

In December 2014, Kathy Archer and Christine Bingham joined the Umbrella Board of Directors. Both new board members are also Hamilton Wentworth District School Board trustees. Kathy represents Ward 6 (East Mountain) and Christine represents Wards 1+2 (West Lower City).

PROGRAM EXPANSIONS

The Umbrella Family was pleased to have been asked to operate new Extended Day programs for JK/SK and School Age children at Mountain View Elementary School in Stoney Creek.

In addition, we opened seven new programs for Toddlers (children 18-30 months old) in existing full day programs. The toddler programs that opened in January were Cathy Wever and Sir Wilfrid Laurier. The toddler programs that opened in September were Ancaster Meadow, Gatestone, Hillcrest, Lawfield and Ray Lewis.

“Just because everything is different doesn’t mean that everything has changed.”

~ Jane Peter



OUR TEAM (AS OF DECEMBER 2014)



BOARD OF DIRECTORS

Kathy Archer	Diana Furry
Christine Bingham	Laura Lukasik
Judith Bishop	Lillian Orban
Ted Cambridge	Freda Vanopoulos

Non-Voting Members:

Missy Ashley	Don Murray
Cynthia Bradshaw	Lisa Kiriakopoulos
Pat Houlton	

EXECUTIVE DIRECTOR

Pat Houlton

PROGRAM SUPERVISORS

Cathy Anson	Jodi Madore (Acting)
Shawna Durham	Lynn McInnis
Sheila Greenland	Brenda Parker
Christine Kott	Carm Thersidis
Sue Kowch	

AREA SUPERVISORS

Connie Cortina	Julie Kott
Krista Genisee (Acting)	

ADMINISTRATIVE OFFICE STAFF

Program Manager:	Cynthia Bradshaw
Human Resources Manager:	Gail Kirk
Finance Manager:	Don Murray
Bookkeeper:	Terry Townsend
Financial Assistant:	Grace Roberts
Executive Assistant:	Claire Weagle

INFORMATION TECHNOLOGY CONSULTANTS

Ron Webster, WebTech Business Solutions
Randy Bassett, DataCPR

CUPE LOCAL 3491

President:	Missy Ashley
Vice President:	Breia Merla
Secretary/Treasurer:	Rita Santini

STAFF WHO REACHED EMPLOYMENT MILESTONES IN 2013/2014

2013	2014
10 YEARS (hired in 2003): Anita Arruda Vesna Damjan Lynn McInnes Grace Roberts	10 YEARS (hired in 2004): Charlene Elliot Debbie Keddie Sandhya Rajaram
15 YEARS (hired in 1998): ~	15 YEARS (hired in 1999): Missy Ashley Rita Santini
20 YEARS (hired in 1993): Jodi Madore	20 YEARS (hired in 1994): Cynthia Bradshaw Connie Cortina Carm Thersidis



OUR STAFF (AS OF DECEMBER 2014)



Umbrella Family and Child Centres of Hamilton employed over 172 regular staff and 54 supply staff in 2014.

STAFF QUALIFICATIONS

Most of the staff in Umbrella's toddler, preschool and JK/SK programs are required to have an Early Childhood Education diploma and be registered with the Ontario College of Early Childhood Educators. Some school age staff may have an Early Childhood Education diploma and be registered with the College of Early Childhood Educators, while others may hold an Ontario Teaching Certificate, a Child and Youth Worker diploma, or a Recreational Leadership designation.

It is mandatory that all employees have a clear criminal reference check, a valid first aid certificate (including CPR) and that all Cooks, Supervisors and Satellite Program Leaders obtain a Food Handler's Certificate.

STAFF PROFESSIONAL DEVELOPMENT

To maintain our high-quality service to families, Umbrella Family and Child Centres of Hamilton mandates that all employees participate in at least 16 hours of professional development each year. Umbrella-wide staff meetings provide opportunities for guest speakers to share their knowledge and expertise, and encourage staff members to examine ways in which we might improve our service to children, families and the broader school community.

Umbrella Family and Child Centres of Hamilton supports staff development by purchasing a membership with Affiliated Services for Children and Youth for each staff member. This membership entitles staff members to borrow items from the lending library, research topics of interest, and participate in workshops and networks throughout the year. Registration fees for most workshops and seminars are paid for by the organization.

Staff are also required to participate in WHMIS and Health and Safety training on an annual basis. Training is provided upon hiring regarding the AODA and Harassment in the Workplace legislation.

MENTORING AND TRAINING

Students on Placement

Umbrella staff give back to the community by providing learning opportunities and work experience for ECE students and cooperative education students.

Focus on Youth Students

Four Hamilton Wentworth District School Board students participated in a six week summer work program.

* Students on placement are not counted in child/staff ratios, are supervised at all times and are not left alone with children registered in Umbrella programs.



2014 PROGRAMS

FULL DAY PROGRAMS FOR TODDLER AND PRESCHOOL CHILDREN (18 MONTHS TO 3 YEARS 8 MONTHS)

- By September 2014, Umbrella Family and Child Centres was operating eight full day programs. These programs offer high quality early learning and child care to children who range in age from eighteen months to three years eight months.
- Early Childhood Educators working with toddlers and preschoolers use keen observation skills to plan and implement a program that will promote healthy growth and skill development in all areas of growth, through age appropriate play activities.
- Child staff ratios are 1 adult for every 5 toddlers (18 to 30 months) and 1 adult for every 8 preschoolers (30 months to 3 years 8 months).
- An on-site cook prepares a full-course mid-day meal and morning and afternoon snacks. Menus are posted on the Parent Information Board.
- Toddlers and preschool children are provided with an afternoon rest period each day.
- Full time care is offered from Monday to Friday, from 7:00 am to 6:00 pm.

EXTENDED DAY PROGRAMS FOR JK/SK CHILDREN (3 YEARS 8 MONTHS TO 5 YEARS)

- September 2014 brought the final implementation of a five year plan to introduce full day learning for JK/SK children in Ontario Schools.
- Extended Day Programs for JK/SK Children were operated in 25 schools from 7:00 am until the

start of the school day and from the end of the school day until 6:00 pm.

- Children are provided with a substantial morning and afternoon snack each day.
- Early Childhood Educators work closely with kindergarten teachers to offer a developmentally appropriate indoor and outdoor program that complements the children's learning during the school day.

EXTENDED DAY PROGRAMS FOR SCHOOL AGE CHILDREN 6-12 YEARS OF AGE)

- Extended Day Programs for School Age were operated in 24 schools from 7:00 am until the start of the school day and from the end of the school day until 6:00 pm and in 2 schools from the end of the school day until 6:00 pm.
- Children are provided with a substantial morning and afternoon snack each day.
- The program consists of a variety of indoor and outdoor activities that are of interest to school-age children (i.e. arts and crafts, games, puzzles, sport activities, music, etc).

PROGRAMS ON NON-INSTRUCTIONAL DAYS

- Programs for JK/SK children and School Age children were offered in select schools on PA Days and during the Christmas, March Break and summer school closures.

ARTIST IN THE CENTRE PROGRAM

- In our curriculum, art is seen as a language and another way for young children to express themselves.





- The Artist in the Centre program allows teachers and children to work weekly with a professional artist in small groups on projects that directly relate to their classroom learning.
- The children are encouraged to talk and write about their art and to express ideas through a variety of media.
- The work that has been done in this project has had impact provincially and has been the focus of keynote presentations at conferences not only across Canada, but in the United States.
- The philosophy that guides the project is fundamental to the Ministry of Education's pedagogy for early years document, How Does Learning Happen?
- Artists in the Centre was funded initially by the Hamilton Community Foundation, and subsequently by the Ontario Trillium Foundation and the Ontario Arts Council. Ongoing funding has been provided by Ontario Early Years and Hamilton's Best Start, with significant support from the Hamilton Conservatory for the Arts.



“Painting is just another way of keeping a diary.” ~ Pablo Picasso





PROGRAM EVALUATION AND QUALITY ASSURANCE

Licensing

All Umbrella programs are licensed under the Day Nurseries Act and visited annually by a Ministry of Education Program Advisor to ensure compliance with the legislation.

Environmental Rating Scales

Staff evaluate their programs annually using widely recognized rating scales to ensure that program quality remains high. Areas that are measured include Space and Furnishings, Personal Care Routines, Language-Reasoning, Activities, Interactions and Program Structure.

Raising the Bar

Since 2002 Raising the Bar (RTB) has been an ASCY/Community Initiative that provides a framework to guide early learning and child care operators in supporting high-quality services for children and families. The framework provides a scaffold for operators to implement mechanisms to monitor quality, including frequent on-site observations and site visits by Early Childhood Education Consultants.

Through an annual peer review process, programs share their portfolio of activities, organized into three main categories: Quality Monitoring, Best Practices in Management and Professional Learning. Prior to 2015, the peer review process resulted in a “Bronze”, “Silver” or “Gold” rating for

the program. “Bronze” means programs follow fundamental quality indicators and are also in full compliance with Ontario’s Day Nurseries Act, “Silver” indicates programs have additional strategies to enhance quality, and “Gold” recognizes programs that demonstrate sustainable commitment to high quality in early childhood education.



In 2015, to better align with the view and values of “How Does Learning Happen?” the focus of the RTB peer review process will turn to reflective practice and appreciative inquiry, accomplished largely through peer discussions. Peer feedback to the participants will consist of a non-evaluative report on strengths and considerations. The outcomes of Bronze, Silver or Gold will not be determined by the peer group.

Umbrella’s sites are long-standing RTB participants and have been sustaining “Gold” level outcomes for a number of years. This differentiated approach will offer a meaningful way to continue to take part in the community standards program in this transformative era in early learning and child care.

*“Success is achieved by
developing our strengths,
not by eliminating
our weaknesses.”
~ Marilyn vos Savant*



Umbrella Family and Child Centres of Hamilton takes pride in our reputation for working collaboratively with the child care community and is represented on numerous community committees/advisory boards, including the following:

- Affiliated Services for Children and Youth (ASCY)
- Artists at the Centre Project
- Association of Early Childhood Educators Ontario (AECEO)
- C.U.P.E. Local 3491
- Catholic Children's Aid Society
- Children's Aid Society
- City of Hamilton – Child Care Branch, Public Health Department
- Community Living – Hamilton
- Community Parent Education – COPE Program
- Consolidated Municipal Systems Management (CMSM)
- Early Childhood Integration Support Services
- Early Words
- Healthy Early Learning Partners for Best Practice
- McMaster Children's Hospital
- Ministry of Education
- Mohawk College of Applied Arts and Technology
- NIWASA
- Ontario Early Years Centres
- Raising the Bar
- Roots of Empathy
- School Age Solutions
- St. Matthew's House
- St. Joseph's Hospital
- Week of the Child and Youth



“We will surely get to our destination if we join hands.”

~ Aung San Suu Kyi



STATEMENT OF OPERATIONS



For the year ended December 31, 2014	2014	2013
REVENUE		
Child care Fees	\$ 3,841,919	\$ 3,344,311
Subsidy – child care fees	2,209,603	1,866,865
Subsidy – wages	879,372	866,591
Grant revenue	282,145	163,190
Other revenue	41,761	35,371
	\$ 7,254,800	\$ 6,276,328
EXPENSES		
Salaries, wages and benefits	\$ 5,752,880	\$ 4,734,360
Program Operations	1,150,960	1,002,510
Amortization of Capital Assests	77,404	78,122
	\$ 6,981,244	\$ 5,814,992
Excess (deficiency) of revenue over expenses	\$ 273,556	\$ 461,336



LOCATIONS (AS OF SEPTEMBER 2014)



	Toddler 18 months – 2 ½ years	Preschool 2 ½ Years to 3.8 years	Extended Day JK/SK 3.8 years to 5 years	School Age Extended Day 6 – 12 years
Ancaster Meadow	✓	✓	✓	✓
Balaclava			✓	✓
Bellmoore			✓	✓
Cathy Wever	✓	✓	✓	✓
Dundana			✓	✓
Dundas Central			✓	✓
Elizabeth Bagshaw			✓	✓
Gatestone	✓	✓	✓	✓
Glen Echo			✓	✓
Gordon Price			✓	✓
Greensville*			✓	✓
Helen Detweiler			✓	✓
Hillcrest	✓	✓	✓	✓
James MacDonald			✓	✓
Lawfield	✓	✓	✓	✓
Lincoln Alexander*			✓	✓
Memorial			✓	✓
Michaelle Jean				✓
Mount Hope			✓	✓
Mountain View			✓	✓
Mountview			✓	✓
Queensdale			✓	✓
Ray Lewis	✓	✓	✓	✓
Sir Wilfrid Laurier	✓	✓	✓	✓
Templemead	✓	✓	✓	✓
Winona			✓	✓

*After School Only

SPECIAL PROJECTS 2014



The Umbrella Board and staff have begun a strategic planning process which, when complete, will have reviewed:

- The Umbrella Vision, Mission and Value Statements
- The Organizations' Bylaws
- Board Membership
- Policies and Procedures
- Internal Systems
- Organizational Structure

LOOKING FORWARD



ONGOING STRATEGIC PLANNING

As previously noted, our 2015 Strategic Planning Process will invite our many stakeholders to complete a questionnaire that will address all aspects of Umbrella's operations. We value your input and hope that you will participate. We look forward to the future with a sense of optimism and excitement as we continue to serve the children and families of Hamilton and the surrounding area.

SUMMER 2015 PROGRAMS

Programs for JK/SK age children

The summer programs for JK/SK children will operate in the same way as they did in the summer of 2014. The children will be housed in the schools where we operate our full day programs and they will participate in a program of activities that includes arts, crafts, music, indoor and outdoor physical activities and play experiences. They will also participate in one off site activity that requires busing, one community trip and exciting enrichment activities each week.

Programs for children aged 6-9 years of age

The camp for school age children, age 6-9 years

of age, will be offered at 50 Point Conservation Area this summer. Children may be registered and dropped off at one of the schools where we operate our full day programs any time between 7 and 8:30 am. They will be picked up by chartered school bus and transported to the camp where they will participate in camp activities before returning to the school by 4:00 pm each day. Once back at the school, activities will be provided until 6 pm, as usual. Camp activities will include arts and crafts, sports, swimming, nature walks and fishing. In addition to the regular Umbrella staff who accompany the children to camp, we will employ a Sports Leader, a Crafts Leader, a qualified Lifeguard and a Camp Supervisor.


Program Expansions: September 2015

Two new full day centres for toddlers and preschoolers will be opened at Lincoln Alexander and Michaelle Jean Elementary schools in September 2015.

How Does Learning Happen?

Umbrella staff have begun to participate in the Ministry of Education's dialogue and training, How Does Learning Happen? This will continue throughout 2015.



A soft-focus photograph of three children sitting outdoors, blowing bubbles. The child on the left is a boy with blue face paint, the middle child is a boy with a blue headband, and the child on the right is a girl with a colorful beaded necklace. They are all holding bubble wands and looking down at them. The background is a bright, out-of-focus green field.

*“If a child is to keep alive his inborn sense
of wonder without any such gift from
the fairies, he needs the companionship
of at least one adult who can share it,
rediscovering with him the joy, excitement
and mystery of the world we live in.”*

~ Rachel Carson



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