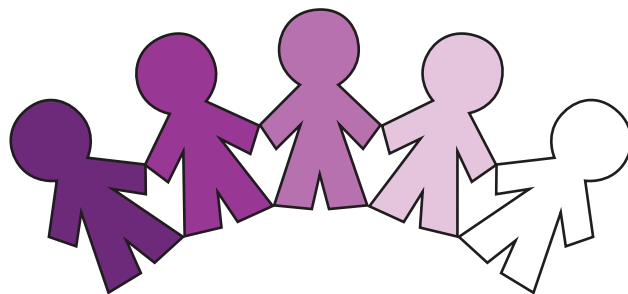


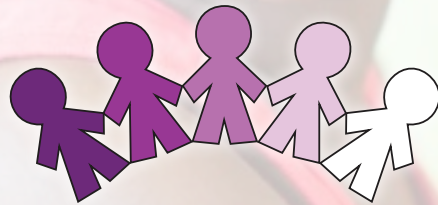
2015 ANNUAL REPORT



Umbrella Family and Child Centres of Hamilton

Good care educates. Good education cares.

Good care educates. Good education cares.



*“Every child deserves to have someone’s eyes
light up when they enter the room.”*

~ Dr. Jean Clinton

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CHAIRPERSON'S MESSAGE



Another year under the Umbrella! 2015 has been a year of consolidation. Enrolment continued to increase in a steady fashion, revenues improved and the new administrative structures showed their worth.

The childcare context in which the Umbrella is working continues to be one of change at both the municipal and provincial level. Although funding for childcare was not included in the Federal budget, it is still promised for further budgets. The Board is especially interested that progress comes out of the review of special education both locally and as part of a Provincial strategy, as the requirements of children with special needs become more challenging to address. Whatever the outcome from these developments, the Umbrella hopes to be ready to play its part.

The Board was active in following through from its first strategic planning exercise, in developing new strategic directions, working through a refinement on our previous budget process, as well as setting the mandate and directions for a successful collective bargaining process. The Board is proud of where we sit in the childcare community as an

organization that provides quality care in over 26 schools. We are excited about the opening in January 2016 of new toddler and preschool programs at Lincoln Alexander and the future opening of toddler and preschool programs at Michaëlle Jean. We are blessed with hard working Directors. I would like to thank Freda Vanopoulos, Lillian Orban, Diana Furry, Ted Cambridge, Laura Lukasik, who are long term members of the Umbrella Board. Thank you also to trustees Christine Bingham and Kathy Archer, who were Directors until November 2015 and to Jeff Beattie, who joined us in December, for their hard work and commitment to the Umbrella.

The Board is proud of our hard working staff, for the management team which goes from strength to strength, and the leadership of our Executive Director, Pat Houlton. Thank you all for your part in this important work for the children of our community!

Respectfully submitted,

Judith Bishop
Chairperson

EXECUTIVE DIRECTOR'S REPORT



2015 was another exciting year under the Umbrella. The past year has seen many changes within the Umbrella and within the larger early learning and child care community. Internally we have said good-bye to some old friends and we welcomed some new members. External changes have meant we have worked hard to adjust to the new Child Care and Early Learning Act and the changes that we have been required to make to comply with new legislation.

Summer 2015 was an exciting time as our school age children had the opportunity to travel every day to Fifty Point Conservation Area to experience a real summer camp. It was a joy to see the children splashing around in the water under the careful supervision of our lifeguards and staff. Water fights were a favourite activity, as was burying each other up to the neck in the sand. The real joy was seeing children, who were frightened to even go into the lake at the beginning of the summer, become comfortable and learn some basic swimming strokes by the end of the summer. Creativity was

evident as the children built a tepee village of their own initiative with the boughs from pruned young sapling trees. There were cooperative efforts and larger tepees and children who built a tepee for one. Sports and crafts rounded out the day with time to relax with a book or collect bugs.

Professional development highlights this year have included the privilege of welcoming Marc Kielburger, the co-founder of Free the Children, to last year's Annual Meeting as our guest speaker. Marc challenged us to nurture compassion in our children and in so doing, give them the tools to create transformative social change. (www.freethechildren.com)

This past summer, a number of Umbrella staff were invited to attend a two day workshop offered at the Hamilton Wentworth District School Board. Dr Ross Greene spoke about Collaborative and Proactive Solutions, a model for helping behaviourally challenging kids. Dr Greene begins with the premise that all children would do well if they could and that challenging behaviour is the result of lagging cognitive skills.





His second premise is that the best way to reduce challenging behaviour is by working collaboratively with the children to solve the problems causing the challenging behaviour. Collaborative and Proactive Solutions offers a model to do just that. We were so excited about what we heard that we have invited Dr Greene to speak at this year's Annual Meeting and we look forward to ongoing work with him in the upcoming year. (www.livesinthebalance.org)

As detailed further on in this Annual Report, all Umbrella program staff have attended eight hours of training in the new Ministry of Education curriculum document, "How does Learning Happen?" (<http://www.edu.gov.on.ca/childcare/pedagogy.html>)

Of course, there were many other events both large and small that made the past year an exciting one.

We have completed a Strategic Planning Process that will serve us well for the next several years.

Administratively, we have engaged in the very involved process of implementing a new payroll system and investigating a system to streamline fee collection. We look forward to full implementation of both systems in 2016.

Collectively, staff are thankful for the support and commitment of our Board of Directors and our many Community Partners.

The last word is for the amazing Umbrella staff... Through all of the changes, you have continued to offer loving care, quality learning experiences and fun for our children. You are the best of the best! We are so very proud of our staff and we want you to know that.

Respectfully submitted,

Pat Houlton
Executive Director



***"Children need the freedom and time to play.
Play is not a luxury. Play is a necessity."***

~ Kay Redfield Jamison





Full Day Programs for Toddler and Preschool Children➤	18 months to 3 years, 8 months
Extended Day Programs for JK/SK Children➤	3 years, 8 months to 5 years
Extended Day Programs for School Age Children➤	6 years to 12 years
Programs on Non-Instructional Days for JK/SK and School Age Children➤	PA Days, Christmas Break, March Break, Summer

“You can teach a student a lesson for a day; but if you can teach him to learn by creating curiosity, he will continue the learning process as long as he lives.”
~ Clay P. Bedford

2015 STATS AND FACTS



NOTE: All enrolment numbers are the average of 10 months enrolment, which excludes July and August.



HOW DOES LEARNING HAPPEN?

BELONGING

- a sense of connectedness to others
- an individual's experiences of being valued
- forming relationships with others
- making contributions as part of a group, a community, the natural world

All humans have an innate need to belong. Fostering good, authentic relationships with children and families supports children's ability to trust others, communicate effectively and develop good problem solving skills.

Our programs nurture children's healthy development and well-being by providing positive environments, good nutrition and balancing each child's varied need for active play, rest and quiet time.

WELL-BEING

- addresses the importance of physical and mental health and wellness
- incorporates capacities such as self-care, sense of self, and self-regulation skills

ENGAGEMENT

- suggests a state of being involved and focused
- when children are able to explore the world around them with their natural curiosity and exuberance, they are fully engaged
- through this type of play and inquiry, they develop skills such as problem solving, creative thinking, and innovating, which are essential for learning and success in school and beyond

When educators respond to children as co-learners (learning with the child), children become naturally curious about their environment which allows them to fully explore through their bodies, minds and senses.

EXPRESSION

- communication (to be heard, as well as to listen) may take many different forms
- through their bodies, words, and use of materials, children develop capacities for increasingly complex communication
- opportunities to explore materials support creativity, problem solving, and mathematical behaviours
- language-rich environments support growing communication skills, which are foundational for literacy

All children have various ways of communicating or expressing their thoughts and feelings. Educators can respond to the many ways children communicate by allowing children to have a "voice" through open-ended materials and conversations.





This year, all Umbrella staff participated in four professional development sessions of two hours each, focused on “How Does Learning Happen?”, a new early years curriculum directive from the Ministry of Education.

“How Does Learning Happen? Ontario’s Pedagogy for the Early Years” provides educators with a resource to promote a shared understanding of what children need and what can be done to help them develop to their full potential. Rather than a checklist, the document centers around describing effective practices that emphasize the importance of positive relationships and the role they play in children’s early and lifelong development regardless of the child’s age, ability, language or culture. Based on evidence from diverse fields of study, researchers find that children grow, succeed and thrive in programs that focus on caring and responsive relationships, where they and their families are valued as active participants and contributors. When we see children as competent, capable of complex thinking, curious and rich in potential, we value and build on their strengths and abilities.

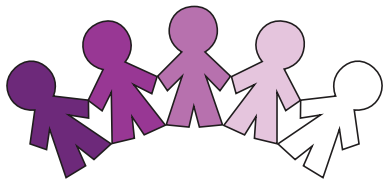
THE FOUR FOUNDATIONS OF “HOW DOES LEARNING HAPPEN?”

The document includes expectations for programs centered on four foundations; belonging, well-being, engagement and expression. These four foundations are considered to be key ingredients for optimal learning and healthy development.

The “How Does Learning Happen?” document, including the four foundations, closely aligns with the core values of the Umbrella. We strongly believe that caring and collaborating with children and families as co-learners allows children to develop to their full potential. Providing an enriching environment, centered on respect for each child’s and family’s uniqueness and operating in a manner that families can trust is central to our beliefs and our practice.

Information and text cited from “How Does Learning Happen? Ontario’s Pedagogy for the Early Years”





UMBRELLA FAMILY AND CHILD CENTRES STRATEGIC

As illustrated here, the Umbrella Vision, Mission and Values are at the centre of everything we do. It is our Vision that the children we serve today will become competent youth and ultimately, responsible citizens.

To this end, we strive to offer high quality programs that will give children and their families every opportunity to thrive and grow.

THESE ARE THE FOUNDATIONS ON WHICH WE BUILD

FINANCIAL MANAGEMENT

Revenues sufficient to cover expenses and provide resources for the future.

STABLE
REVENUE

EXPENSE &
RESOURCE
MANAGEMENT

INVESTMENTS

INTERNAL BUSINESS PRACTICES

Excelling at operational practices to achieve our mission.

ADMINISTRATIVE
STRUCTURE

KEY
SYSTEMS

RISK
MANAGEMENT

CARING

Caring for children is at the heart of what we do. Umbrella programs are operated in a spirit of caring for and responding to the needs of children, their families, staff and the community at large. We strive for inclusion and equitable access and we work to create a sense of security and belonging for participants at all levels of the organization.

COLLABORATION

Umbrella staff are committed to collaborating with children as co-learners in the developmental process and with parents, who know their own children best. Staff work with each other and community members to develop strong partnerships, sharing learning and professional resources in order to allow children to develop to their full potential.

TRUST

Umbrella staff strive to operate programs that families and community members can trust and that provide parents with peace of mind while their children are in our care. The Board of Directors and staff are committed to operating in a manner that is trustworthy, with business practices that are ethical and transparent.

VISION

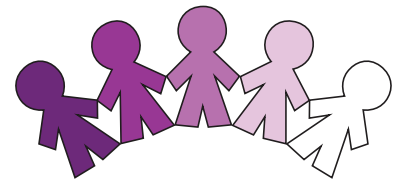
Thriving Children,
Responsible Citizens

MISSION

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



PLANNING



We believe that quality is achieved when an organization manages its finances in a manner that provides resources for today and for the future and allows us to attract, train and retain the kind of staff that are at the core of every quality program. Efficient and effective administrative structures and systems are needed to support staff and ultimately the children and families they serve. Strong partnerships provide additional resources to children, families and staff and permit us to do the same for our community.

WHICH OUR STRATEGIC PLAN IS BUILT.

Caring • Collaboration • Enrichment • Respect • Trust

ENRICHMENT
The children's environment, which is recognized as the third teacher, is enriched with a rich variety of materials designed to interest children and provoke inquiry. The professional practice of staff is based on current research and enhanced by a wealth of professional development opportunities and constructive feedback. Programs are enriched by the participation of students on placement and the field of early learning and child care is enriched by the mentoring provided to the students.

RESPECT
We respect the uniqueness of each child and their family, appreciating differences in development, culture, religion and origins. The role of parents is respected and opportunities are provided for parents to be involved and give feedback. We are committed to non-discriminatory hiring practices and believe that staff should be treated with respect and fairly compensated. Staff, volunteers and students on placement are valued and appreciated. We believe in the importance of high quality child care and early childhood education and advocate for this in the broader community.

RELATIONSHIPS

Meeting the needs of our internal and external partners.

GOOD EMPLOYER

QUALITY PROGRAMS

PARTNERSHIPS

LEARNING AND GROWTH

Continuing to improve, create value and innovate.

STAFF DEVELOPMENT

BOARD DEVELOPMENT

FUTURE DIRECTIONS



PROGRAMS ON SCHOOL HOLIDAYS



PA DAYS

PA Days provide the JK/SK and School age staff members and children the opportunities to plan and implement activities that are not possible during regular program operation. Field trips are common on PA Days. Children travel by chartered bus to and from places of interest, under the care and supervision of our staff members. In 2015, children enjoyed trips to the movies, the Ontario Science Centre, the Royal Botanic Gardens and the Niagara Children's Museum. These trips were in addition to special activities and local trips organized by each program.

Full day programs are also offered during Christmas, March Break and Summer Holidays.

JK/SK SUMMER PROGRAM

Our JK/SK Summer Program was run out of our full day locations. Every week, in addition to the regular schedule of exciting activities, the children participated in an off-site trip or had a special visitor. Special trips and visitors included:

- Whitehern House & Garden
- Dundas Driving Park
- Mountsberg
- Kitchener-Waterloo Park
- Gage Park
- Pier Four Park
- Safari Niagara (Zooz)
- Brantford Zoo
- Visit from Halton Conservation Program "Puppet Show"

During the last week of the program, the JK/SK children joined the 6-9 year old group at Fifty Point Conservation Area. The little ones had lots of fun as they participated in activities with the school age children.



CAMP UMBRELLA

A TRUE SUMMER CAMP
EXPERIENCE WITH SPORTS,
CRAFTS, NATURE WALKS...
AND MORE!





SUMMER CAMP FOR 6-9 YEAR OLDS

Camp Umbrella was THE place to be during the summer of 2015. We piloted a new and exciting summer camp program for our 6-9 year old children. Every day, campers enjoyed the beautiful grounds at Fifty Point Conservation Area. Children were able to enjoy sports, crafts, hiking, fishing, swimming and more! Our staff members, including two qualified lifeguards, were energetic and enthusiastic about making 2015 a summer to remember for our children. We think they succeeded!

At the end of the summer, we surveyed staff and parents for feedback on the camps. Thank you to everyone who participated. We will be using some of your suggestions as we plan and prepare for Camp Umbrella 2016.



Arts & Crafts



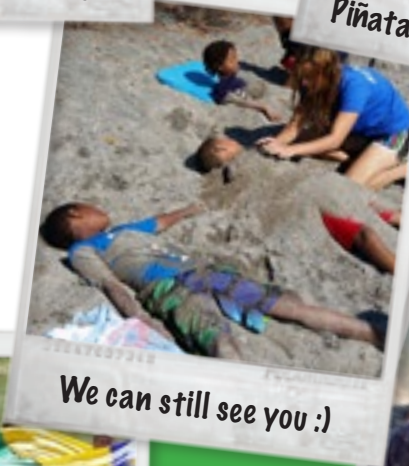
Creating a tepee village!



Piñata made by campers



Catching bugs



We can still see you :)



Some of our amazing staff



Parachute is always popular!



Fun at the beach

OUR TEAM (AS OF DECEMBER, 2015)

BOARD OF DIRECTORS

Jeff Beattie
Judith Bishop
Ted Cambridge
Diana Furry

Laura Lukasik
Lillian Orban
Freda Vanopoulos

Non-Voting Members:

Missy Ashley
Sheila Greenland
Pat Houlton

Lynn McInnis
Don Murray
Lisa Kiriakopoulos

EXECUTIVE DIRECTOR

Pat Houlton

PROGRAM SUPERVISORS

Cathy Anson
Shawna Durham
Krista Genesiee
Christine Kott
Sue Kowch

Jodi Madore
Vesna Milanovic
Brenda Parker
Andrea Proulx
Carm Thersidis

AREA SUPERVISORS

Connie Cortina

Julie Kott

ADMINISTRATIVE OFFICE STAFF

Program Manager/

Coordinator of Supply Staff:

Sheila Greenland

Program Manager/

Coordinator of Educational
Supports and Resources:

Lynn McInnis

Human Resources Generalist:

Krystal Lair

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

MARKETING AND DESIGN CONSULTANT

Christina Birch

CUPE LOCAL 3491

President:

Missy Ashley

Vice President:

Breia Merla

Secretary/Treasurer:

Rita Santini





Umbrella Family and Child Centres of Hamilton employed 184 program staff and 44 supply staff in 2015.

PROGRAM STAFF

Umbrella Family and Child Centres offer a collegial and collaborative working environment where the philosophy and programs focus on each child and his/her family

Most of the staff in Umbrella full day programs and kindergarten extended programs are registered Early Childhood Educators (RECE). Staff in school age programs may have an ECE diploma or degree or training and experience in a related field.

In order to be employed by Umbrella Family and Child Centres, staff are required to demonstrate an awareness of and knowledge of emergent curriculum and the developmental needs of children. Experience working with children with special needs is considered an asset when joining our team and additional training is provided on hiring.

All staff are required to complete a current Police Record with Vulnerable Sector check prior to being employed, to renew this every five years and to provide a Declaration of Non-Offense in the years in between.

Umbrella Family and Child Centres offer competitive wages, benefits, paid programming time, networking and professional development opportunities, including a membership in ASCY and the Ontario Reggio Association.

Employees receive additional training on being hired and are required to complete a minimum of sixteen hours of professional development hours each year.

STAFF WHO REACHED EMPLOYMENT MILESTONES IN 2015

10 YEARS (hired in 2005):	15 YEARS (hired in 2000):	25 YEARS (hired in 1990):
Jessica Boshier Krista Genesiee Julie Jacobs Stephanie Medeiros-Martorelli Vesna Milanovic	Andrea Proulx Malalai Wahidi Sophia Windett Khadija Zouiten	Anna Corsini Christine Kott Sharon Ricketts Alicia Unno
		Marg Cake

*There is no job more important than yours,
no job anywhere in the land.
You are the keepers of the future;
you hold the smallest of hands.
Into your care you are trusted
to nurture the young,
and for all of your everyday heroics,
your talents and skills ~~go unsung~~.*

~ Author Unknown

SHALL BE SUNG!



“Alone we can do so little; together we can do so much.”
~ Helen Keller

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
- Pinky Lewis Community Centre
- Raising the Bar
- Roots of Empathy
- School Age Solutions
- St. Matthew's House
- St. Joseph's Hospital
- Week of the Child and Youth

STATEMENT OF OPERATIONS



For the year ended December 31, 2015	2015	2014
REVENUE		
Child care Fees	\$4,202,091	\$ 3,841,919
Subsidy – child care fees	2,537,021	2,209,603
Subsidy – wages	1,285,360	879,372
Grant revenue	185,033	282,145
Other revenue	107,377	41,761
	\$8,316,882	\$ 7,254,800
EXPENSES		
Salaries, wages and benefits	\$ 6,695,961	\$ 5,752,880
Program Operations	1,146,404	1,150,960
Amortization of Capital Assets	76,835	77,404
	\$7,919,200	\$ 6,981,244
Excess (deficiency) of revenue over expenses	\$ 397,682	\$ 273,556

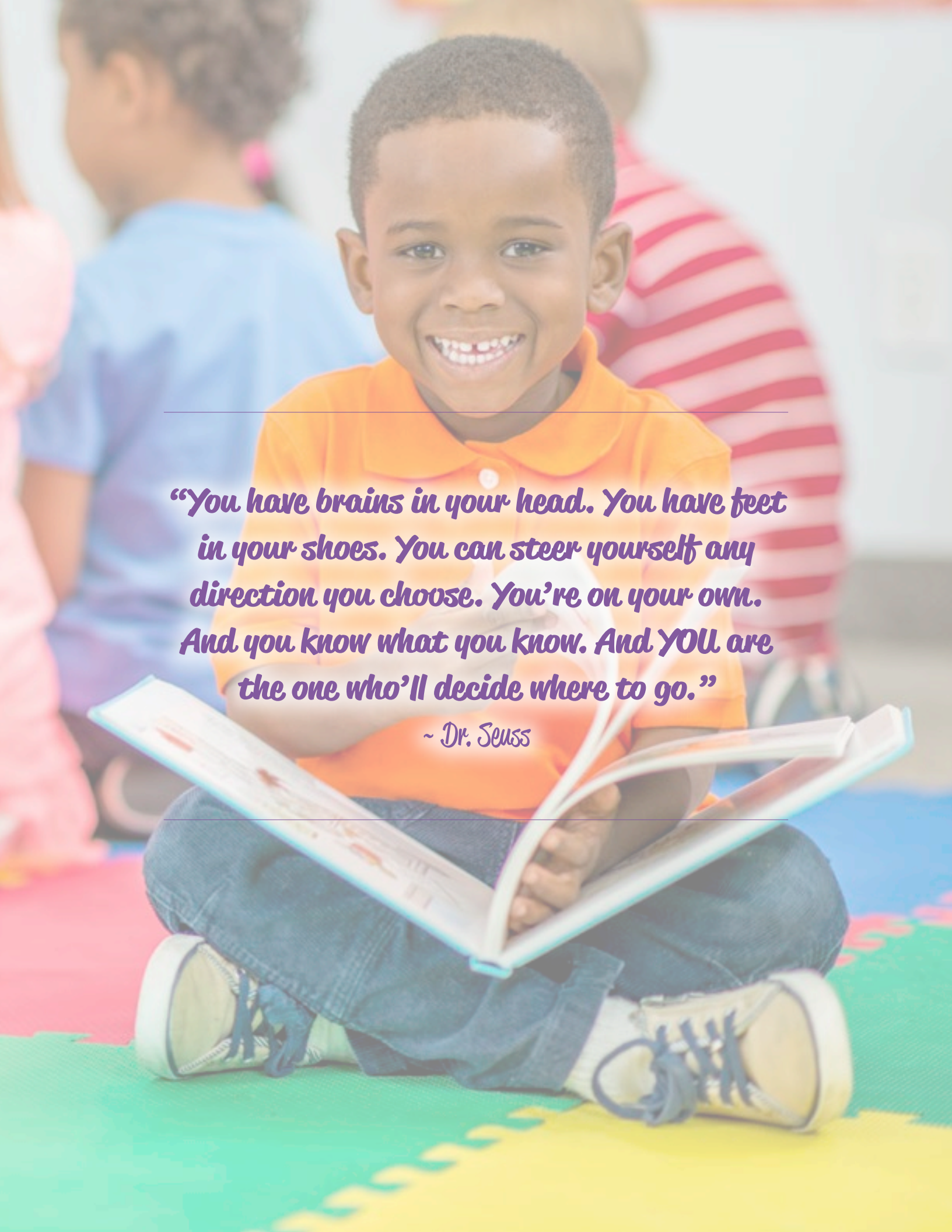


LOCATIONS (AS OF SEPTEMBER, 2015)



	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 Weaver	✓	✓	✓	✓
Dundana			✓	✓
Dundas Central			✓	✓
Elizabeth Bagshaw			✓	✓
Gatestone	✓	✓	✓	✓
Glen Echo			✓	✓
Gordon Price			✓	✓
Greensville			✓	✓
Helen Detweiler			✓	✓
Hillcrest	✓	✓	✓	✓
James MacDonald			✓	✓
Lawfield	✓	✓	✓	✓
Lincoln Alexander	*	*	✓	✓
Memorial			✓	✓
Michaëlle Jean	*	*		✓
Mount Hope			✓	✓
Mountain View			✓	✓
Mountview			✓	✓
Queensdale			✓	✓
Ray Lewis	✓	✓	✓	✓
Sir Wilfrid Laurier	✓	✓	✓	✓
Templemead	✓	✓	✓	✓
Winona			✓	✓

* Umbrella planned to open toddler and preschool programs at Lincoln Alexander and Michaëlle Jean in September 2015 but construction issues in both schools precluded our doing that. Lincoln Alexander opened in January 2016 but Michaëlle Jean's opening is undetermined.

A young boy with short dark hair, wearing an orange polo shirt and blue jeans, sits cross-legged on a colorful interlocking foam mat. He is smiling broadly at the camera while holding a large open book. In the background, other children are visible but out of focus.

*“You have brains in your head. You have feet
in your shoes. You can steer yourself any
direction you choose. You’re on your own.
And you know what you know. And YOU are
the one who’ll decide where to go.”*

~ Dr. Seuss



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