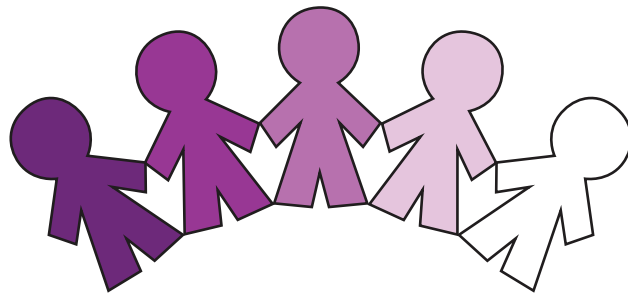
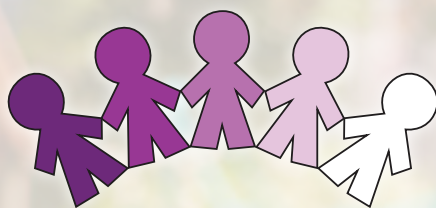


# 2016 ANNUAL REPORT



## Umbrella Family and Child Centres of Hamilton

Good care educates. Good education cares.



# VISION, MISSION AND CORE VALUES

## VISION STATEMENT

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Thriving Children, Competent Youth, Responsible Citizens.

## MISSION STATEMENT

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

## CORE VALUES STATEMENT

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### 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.

### 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.

### 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.



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Good care educates.  
Good education cares.

# CHAIRPERSON'S MESSAGE



This last year has been another year of consolidated growth. Enrolment has continued to slowly increase. A full day program opened at Lincoln Alexander and the new extended and after school day program at Rosedale is up and running. The Board looks forward to a new full day centre at Greensville. However, we heard that the proposed program at Michaëlle Jean has been delayed indefinitely.

The movement of the Umbrella offices from Ray Lewis to new administrative premises on Limeridge Road has been a highlight of the year. We are grateful to the Scottish Rite who provided us with a location for our board meetings while we waited for our own space in which to meet.

The Childcare environment continues to change. There has been new child care legislation which brought new requirements for child care operators. The Hamilton-Wentworth District School Board increased its rentals and removed some subsidies. It began to charge hourly rates for use of premises, including those with construction agreements, after six o'clock. These resulted in an overall increase in rental costs of the equivalent of a two per cent increase in parent fees. The Board wrote to the Ministry to express its concern on the impact of school boards' increased charges, including for parents who already find child care expensive. In light of announced increases from Federal and Provincial governments in funding over time for child care spaces, the Board will continue to discuss its role in serving families. Meeting the needs of vulnerable children continue to be of special interest.

The Board has again been active. At our last annual meeting we approved revised by laws. This year we have developed a plan to funnel some funds into program and administrative structures, such as a new payroll system and a child and family database. We have continued to work on our three year strategic plan. Diana Furry and Ted Cambridge have worked on formalizing our membership recruitment process. They both gave valuable assistance in seeking new administrative premises for the Umbrella. We have welcomed new Board members Igor Rusic and Heather Beckley. This year we have had a student Board member, Sarah Tucci. I would like to thank Freda Vanopoulos, Lillian Orban, Diana Furry, Ted Cambridge, Laura Lukasik, Igor Rusic and Heather Beckley, and trustee Jeff Beattie who served with us for a year until November, for their hard work and commitment to the Umbrella.

The Board is proud of our hard working staff, including our professional Early Childhood Educators who are the backbone of our organization. The management team endured crowded and cramped working conditions at Ray Lewis without complaint, and we are pleased that now there are spacious and appropriate conditions for all to work in. We are grateful for all your contributions and the leadership of our Executive Director, Pat Houlton. Thank you all for your part in our important work for the children of our community.

Respectfully submitted,

**Judith Bishop**  
Chairperson



*Stories and treats  
at the Toddler  
Valentine's Tea  
Party at Lawfield*



# EXECUTIVE DIRECTOR'S REPORT



2016 has been another exciting and eventful year under the Umbrella.

We continue to grow. We have seen growth in the number of children enrolled in our programs and the number of staff employed. Two new programs were opened; a full day program at Lincoln Alexander and a satellite program at Rosedale.

Growth has not been only a matter of growing numbers. Staff continue to grow in knowledge, particularly in our understanding of curriculum (How Does Learning Happen?) and dealing with children with lagging skills and behavioural challenges. It was our privilege to welcome Dr Ross Greene as the speaker at our Annual Community Meeting in May 2016 and again, in November 2016 to follow up with our Program Leaders and Supervisors. We were pleased to be able to include a number of colleagues from partner agencies who attended these events.

Much time was devoted in 2016 to meeting the new requirements associated with the ongoing roll out of the Child Care and Early Years Act. New policies and procedures have been required and created, as has a new Program Statement. Although we were already well into the process of revamping our existing policies and procedures manual, we made a decision midway through the year to change directions and organize these according to the four foundations of How Does Learning Happen?. In so doing, it is our goal to enhance well being, engagement, expression and a sense of belonging, not only for the children but for staff and families, as well. May Jolliffe of the Rockwood Consulting group has provided invaluable advice and support in both of these endeavours.

We continue to work through our 2015-2018 Strategic Plan. It has been reassuring that our goals and objectives fit very nicely with the City of Hamilton's strategic priority goals and the recently unveiled Hamilton Early Years Quality Program.

As is the case most years, we have bid farewell to some of our staff and welcomed others. We wish those who have left well and look forward to working with our new colleagues.

Our Administrative Team welcomed Christina Birch, Belinda Mattina and Michael Murray. Michael joined our Finance Department and Christina took on the role of Marketing and Communications Coordinator. We have all missed our Human Resources Generalist, Krystal Lair, who

has been on an extended leave and we are grateful that Belinda has worked so capably in this role during Krystal's absence.

It is always interesting reporting on the previous year's work when you are well into the next year. May 2017 finds us moved into a new office space, looking forward to more work with Dr Ross Greene's Canadian colleague, Illicia Simmons, continuing the journey to understand How Does Learning Happen?, and completing the work outlined in our Strategic Plan.

As staff, we are grateful for the support of our Board of Directors, the Ministry of Education, the City of Hamilton and our many partners in the provision of high quality early learning and child care! 2017 promises to be a very good year!

Respectfully submitted,

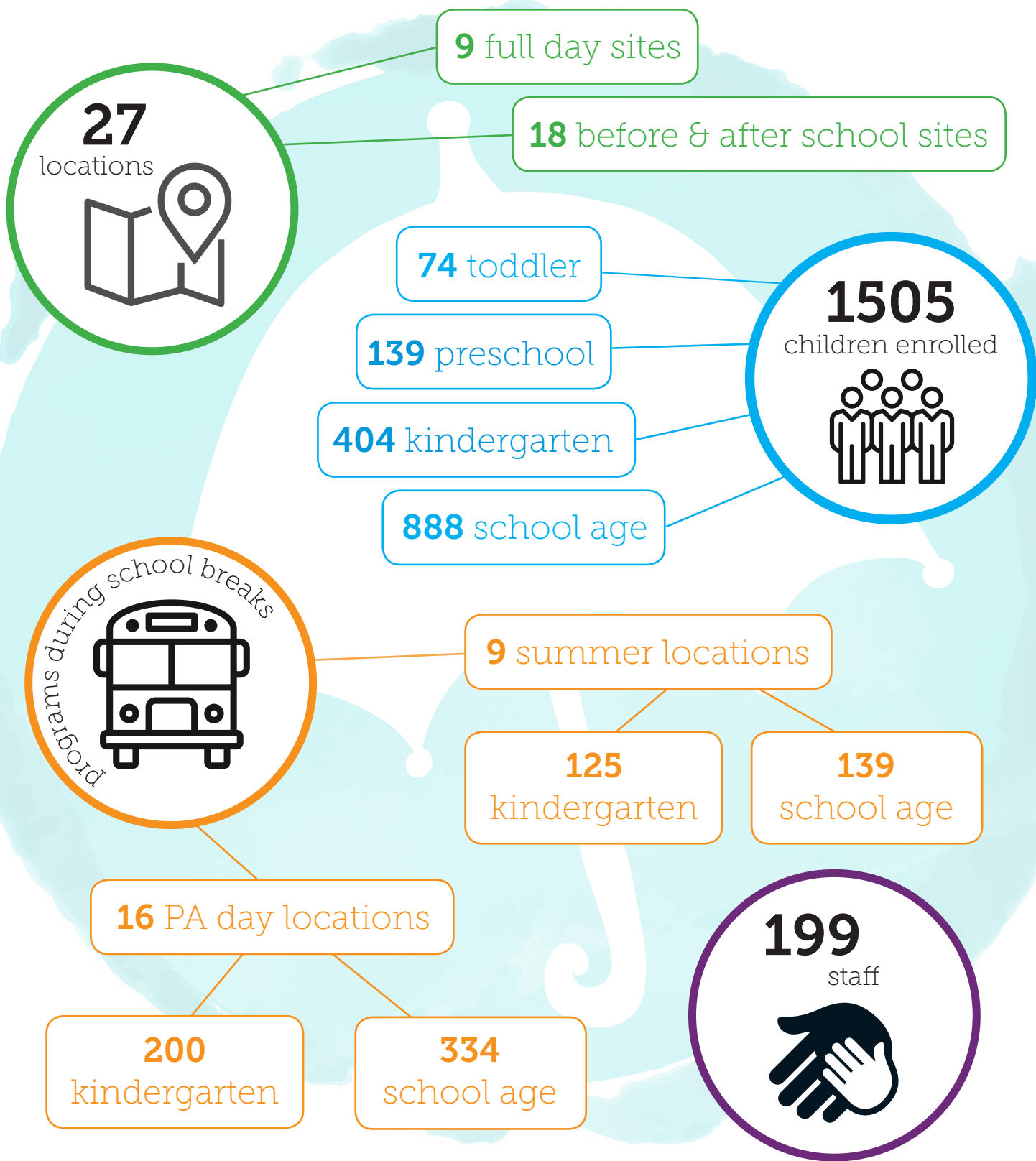
**Pat Houlton**  
Executive Director



*The new home of our  
administrative offices  
on Limeridge Rd*



# 2016 STATS AND FACTS



NOTE: All enrolment numbers have been averaged over 10 months enrolment (excluding July and August) with the exception of the numbers for our summer locations.

# 2016 PARENT AND CHILD SURVEY RESULTS



In June 2016, we surveyed our Umbrella parents, kindergarten and school age children; 529 parents representing 617 children and 426 children responded to the anonymous surveys conducted in the programs on iPads.

The survey tool used allows us to tabulate overall results, which are those below, but we can also isolate issues and concerns by program, allowing follow-up and goal setting in individual locations.

## Parent Survey Results

Answer Options	Response Percentages				
	Excellent	Good	Satisfied	Unsatisfied	Not sure
Quality of care	78%	21%	2%	0%	0%
Staff	82%	16%	2%	0%	0%
Activities planned	62%	31%	5%	1%	1%
Communication with Centre Staff	69%	26%	4%	1%	0%
Food served (breakfast, lunch, snacks)	60%	30%	7%	1%	3%
Hours of operation	79%	19%	2%	1%	0%
Ease of payment	82%	16%	2%	0%	1%
Cost of programs	47%	33%	16%	2%	2%
Space where programs operate	62%	31%	6%	1%	0%
Special events	55%	29%	8%	1%	8%
Child's enjoyment	70%	26%	4%	0%	0%
Child's safety	74%	24%	2%	0%	0%
Students on placement	49%	24%	4%	0%	23%
Registration process	64%	29%	5%	1%	1%
Parent survey process	64%	30%	4%	1%	1%
Communication with Head Office	45%	28%	11%	1%	15%
Rate the overall service	72%	27%	1%	0%	0%

The results speak for themselves... 100% of responding parents said that overall they were satisfied with the service... overwhelming satisfaction and a special recognition for our wonderful staff! (We think they are pretty special too!) Thank you for giving us the opportunity

to care for your children... we do not take your confidence in us for granted and we promise to look at the issues that were raised around communication, the registration process and other administrative issues. It would also appear that we have some work to do around ensuring parents have information about the food we serve, our special events and our Student on Placement program. When it comes to fees, we don't expect everyone to be happy with the fees... early learning and child care are expensive for parents. We are gratified that most parents are at least satisfied and happy and that the majority believe they receive good value for their money.

## Child Survey Results

Answer Options	Response Percentages				
	Excellent	Good	Satisfied	Unsatisfied	Not sure
Staff	53%	36%	7%	1%	3%
Daily activities	44%	41%	10%	2%	3%
Special events	53%	27%	8%	1%	11%
Toys/sports equipment	41%	40%	10%	5%	4%
Food	43%	42%	9%	2%	3%

The two lower scoring areas in the child responses were the toys/sports equipment and the food. Over 80% of the children who completed the survey were from the 6-9 age group and their requests were for more games and sports equipment for older children, which is certainly achievable. Two percent (2%) of children were not happy with the food. One of our favourite comments was the request for more egg salad sandwiches, complete with a happy face at the end of the sentence!

*"We love the flexibility with hours and the different activities that our child gets to participate in.*

*The food services and quality of care have met our expectations and our child is constantly talking about how she enjoys the program and her new friends."*

*~ Ancaster Meadow Parent*



# A YEAR UNDER



## Learning happens in so many ways at Umbrella



# BELONGING

Every child has a sense of belonging when he or she is connected to others and contributes to their world.

THIS IS  
LEARN  
HAPP

## EXPRESSION

Every child  
is a capable  
communicator  
who expresses  
himself or herself in  
many ways.

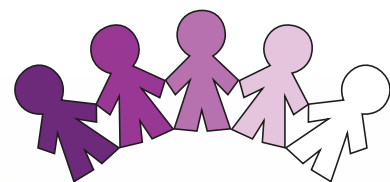


## Fun at Camp Umbrella!





# THE UMBRELLA



Kindergarten children  
visit 50 Point



A Valentine's Day  
Tea Party

## ENGAGEMENT

Every child is an active  
and engaged learner  
who explores the  
world with body,  
mind, and senses.

## HOW THINGS HAPPEN

## WELL-BEING

Every child is  
developing a  
sense of self, health,  
and well-being.



Famous People  
Players field trip



Visiting the pandas  
at the Toronto Zoo



# OUR TEAM (AS OF DECEMBER, 2016)

## BOARD OF DIRECTORS

Judith Bishop	Lillian Orban
Ted Cambridge	Igor Rusic
Diana Furry	Freda Vanopoulos
Laura Lukasik	

### Non-Voting Members:

Missy Ashley	Belinda Mattina
Sheila Greenland	Lynn McInnis
Pat Houlton	Don Murray
Lisa Kiriakopoulos	Sarah Tucci

## EXECUTIVE DIRECTOR

Pat Houlton

## PROGRAM SUPERVISORS

Cathy Anson	Jodi Madore
Shawna Durham	Vesna Milanovic
Krista Genesiee	Brenda Parker
Christine Kott	Tracy Sparkes
Sue Kowch	

## AREA SUPERVISORS

Connie Cortina	Julie Kott
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## ADMINISTRATIVE OFFICE STAFF

Program Manager/ Coordinator of Supply Staff:	Sheila Greenland
Program Manager/ Coordinator of Educational Supports and Resources:	Lynn McInnis
Controller:	Don Murray
Office Manager:	Claire Weagle
Human Resources Generalists:	Krystal Lair (on leave) Belinda Mattina
Marketing & Communications:	Christina Birch
Accounting Supervisor:	Terry Townsend
Accounting Generalists:	Grace Roberts Michael Murray

## 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



***"Umbrella Family is fantastic.  
The staff are always friendly  
and extremely helpful in all  
situations." ~ Lawfield Parent***







## ***Umbrella Family and Child Centres of Hamilton employed 199 program staff and 58 supply staff in 2016.***

### **STAFF QUALIFICATIONS**

Most of the staff in Umbrella full day programs and kindergarten extended day programs are Early Childhood Educators, registered with the Ontario College of Early Childhood Educators (OCECE). Staff in school age programs may have an ECE diploma/degree or training and experience in a related field. Staff who do not hold an ECE diploma must have their credentials approved by the Ministry of Education for the age group with which they work. Employees receive additional training on being hired and are required to complete a minimum of sixteen hours of professional development hours each year.

All staff are required to obtain 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. In addition, all staff members are required to hold a current Standard First Aid certificate and an Infant/Child CPR certificate.

### **SUPPLY STAFF**

In addition to the program staff, Umbrella Family and Child Centres hire supply staff who fill in for program staff when they are absent from their program for any reason. This ensures that program standards are maintained and there are familiar staff when program staff need to be absent.

Supply staff are also required to obtain 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. Supply staff members are also required to hold a current Standard First Aid certificate and an Infant/Child CPR certificate.

### **LONG SERVICE STAFF**

We are proud of all of our staff and glad to have each one as a part of the Umbrella. Each year, we celebrate staff who have reached specific employment milestones. This year we recognize and thank:

<b>10 YEARS</b> (hired in 2006):		<b>15 YEARS</b> (hired in 2001):	<b>25 YEARS</b> (hired in 1991):
Lorraine Bates	Breira Merla	Julie Kott	Sheila Greenland
Sandra Davidson	Jolanta Pona		Brenda Parker
Lisa Marchioli	Nikki Szjanowski		
Christina Meadus	Rebecca Vollick		

***“We are not a team because we work together. We are a team because we trust, respect and care for each other.”***

***~ Vala Ashar***



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)
- 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
- Early Childhood Integration Support Services
- Early Words
- Fletcher and Associates
- Healthy Early Learning Partners for Best Practice
- Lives In The Balance (Dr. Ross Greene)
- McMaster Children's Hospital
- Ministry of Education
- Mohawk College of Applied Arts and Technology
- NIWASA
- Ontario Early Years Centres
- Ontario Reggio Association
- 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, 2016	2016	2015
<b>REVENUE</b>		
Child care Fees	\$4,712,878	\$4,202,091
Subsidy – child care fees	2,957,504	2,537,021
Subsidy – wages	1,588,639	1,285,360
Grant revenue	90,048	185,033
Other revenue	51,893	107,377
	<b>\$9,400,962</b>	<b>\$8,316,882</b>
<b>EXPENSES</b>		
Salaries, wages and benefits	\$7,860,201	\$ 6,695,961
Program Operations	1,334,353	1,146,404
Amortization of Capital Assets	75,730	76,835
	<b>\$9,270,284</b>	<b>\$7,919,200</b>
Excess (deficiency) of revenue over expenses	<b>\$130,678</b>	<b>\$397,682</b>



# LOCATIONS (AS OF SEPTEMBER, 2016)



	<b>TODDLER</b> 18 months to 2 ½ years	<b>PRESCHOOL</b> 2 ½ years to 3.8 years	<b>KINDERGARTEN EXTENDED DAY</b> 3.8 years to 5 years	<b>SCHOOL AGE EXTENDED DAY</b> 6 to 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			✓	✓
Michaëlle Jean	*	*	✓	✓
Mount Hope			✓	✓
Mountain View			✓	✓
Mountview			✓	✓
Queensdale			✓	✓
Ray Lewis	✓	✓	✓	✓
Rosedale			✓	✓
Sir Wilfrid Laurier	✓	✓	✓	✓
Templemead	✓	✓	✓	✓
Winona			✓	✓

\* Umbrella planned to open toddler and preschool programs at Michaëlle Jean in September 2015 but construction issues have precluded our doing that. Michaëlle Jean's opening is undetermined.



*For more info...*



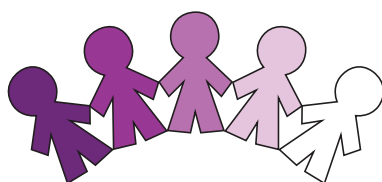
Visit the “Family Info” tab at [umbrellafamily.com](http://umbrellafamily.com) to find our Program Handbook and NEW Program Statement.

**STAY CONNECTED!**

Umbrella is social!  
Follow us on all your social media  
channels for updates and info:







905.312.9836 | [UMBRELLAFAMILY.COM](http://UMBRELLAFAMILY.COM) | [f](#) [🐦](#) [@](#) [in](#)