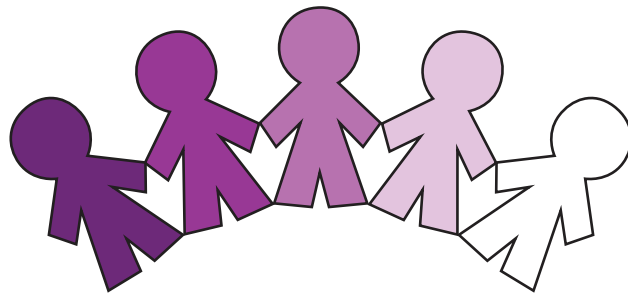
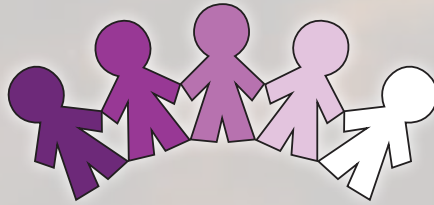


# 2017 ANNUAL REPORT



## 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 in most programs. The Board looks forward to opening full day centres at the new schools to be built at Summit Park and Greensville. We have been enjoying our new administrative premises at Limeridge Road, opened just over a year ago, and revelling in all the space that is now available.

The Board has again been active this year. Work on policies is now complete. We have considered risk management and crisis communications. We approved a plan for the allocation of reserve funds to pay down debts to the Hamilton-Wentworth District School Board for the construction agreements at Ray Lewis, Templemead, Gatestone and Ancaster Meadow child care centres. A priority of the Board this year has been to find ways to continue to meet the needs of special needs children within our programs. Having realized that we were spending funds on temporary staff to help maintain safe environments for all, the Board approved a pilot program which formalised some of these arrangements. We added an Inclusion Supervisor and staff with appropriate training. We will be reviewing the pilot in the fall. We have continued to work on our strategic plan.

Our Board members provide loyal service to the Umbrella. We are proud to have our first board member who gave

birth while in office. We congratulate Freda Vanopoulos on the birth of her son, who we hope will be an Umbrella child! We thank Laura Lukasik for her committed service to the Umbrella. Laura will not be serving on the Board in 2018-19 as her work requirements now make this very difficult and we accept her resignation from the Board with sadness. We were also very sad to hear of the sudden and recent passing of Lillian Orban, a long standing member of the Board for at least 15 years. Lillian had given the Umbrella enthusiastic service and was committed to universal child care. She always put children first and will be missed at our meetings. I would like to thank Freda Vanopoulos, Diana Furry, Ted Cambridge, Igor Rusic and Heather Beckley for being willing to sit on the Umbrella Board this coming year, and for their continued 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. 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





# EXECUTIVE DIRECTOR'S REPORT



Each year, when I sit down to write the Executive Director's report for our Annual Report, it seems to me that the approach should be one of looking back and looking forward at the same time. This year, it occurred to me that the process of strategic planning is somewhat similar. It was a timely thought, as this year marks the end of a three year cycle begun in 2015.

When we embarked on developing and implementing our strategic plan in 2015, we wanted a framework that would allow us to plan and measure progress in key areas, including but not limited to financial success. We asked ourselves questions such as:

- How do we produce revenues sufficient to cover expenses and provide resources for the future (Financial Management)
- At which operational processes do we need to excel to achieve our mission? (Internal Business Practices)
- How can we meet the needs of our internal and external partners. (Relationships)
- How can we continue to improve, create value and innovate? (Learning and Growth)

The answers to these questions led to the goals, objectives and the accomplishments outlined on pages 8 and 9 of this report. Going forward, we have decided that this framework served us well and will form the basis of both ongoing and new goals and objectives for the next couple of years.

Judith has detailed many of the things that Board and Staff members have accomplished together in the last year. It has truly been an exciting year.

I would like to use my last words for the wonderful Umbrella staff. I thank you from the bottom of my heart for your hard work on a daily basis. Your work is the foundation of the success this organization enjoys!

This past year has again seen many changes brought about by ongoing revisions to the legislation we are licensed under and our ongoing efforts to embrace the foundations of How Does Learning Happen in our programs. Change brings challenge and coupled with the increased needs we are seeing in some of our children and families and the struggle to recruit and retain staff, not just in our organization but in our field, it has again been a year of extraordinary challenge.

Sometimes the challenges and needs seem overwhelming and we can feel like we are not able to make the difference that we set out to make. There is an old story about a man walking along a southern beach one morning. Hundreds of jelly fish had washed up on the shore during the night. The man began to stoop down and fling the stranded fish back into the ocean, one at a time. Someone observing this asked him why he was bothering and commented that he could not possibly make a difference to all these stranded fish. As he stooped to throw another jelly fish back into the water, the man said, "Well... I guess it made a difference to that one, and to that one", as he tossed another and another back into the water.

I hope that each of you have either had or will have the joy of a young person approaching you years after they left your program and telling you that you made a difference in their lives.

This is the Umbrella vision... Thriving Children, Competent Youth, Responsible Citizens...

Respectfully submitted,

**Pat Houlton**  
Executive Director

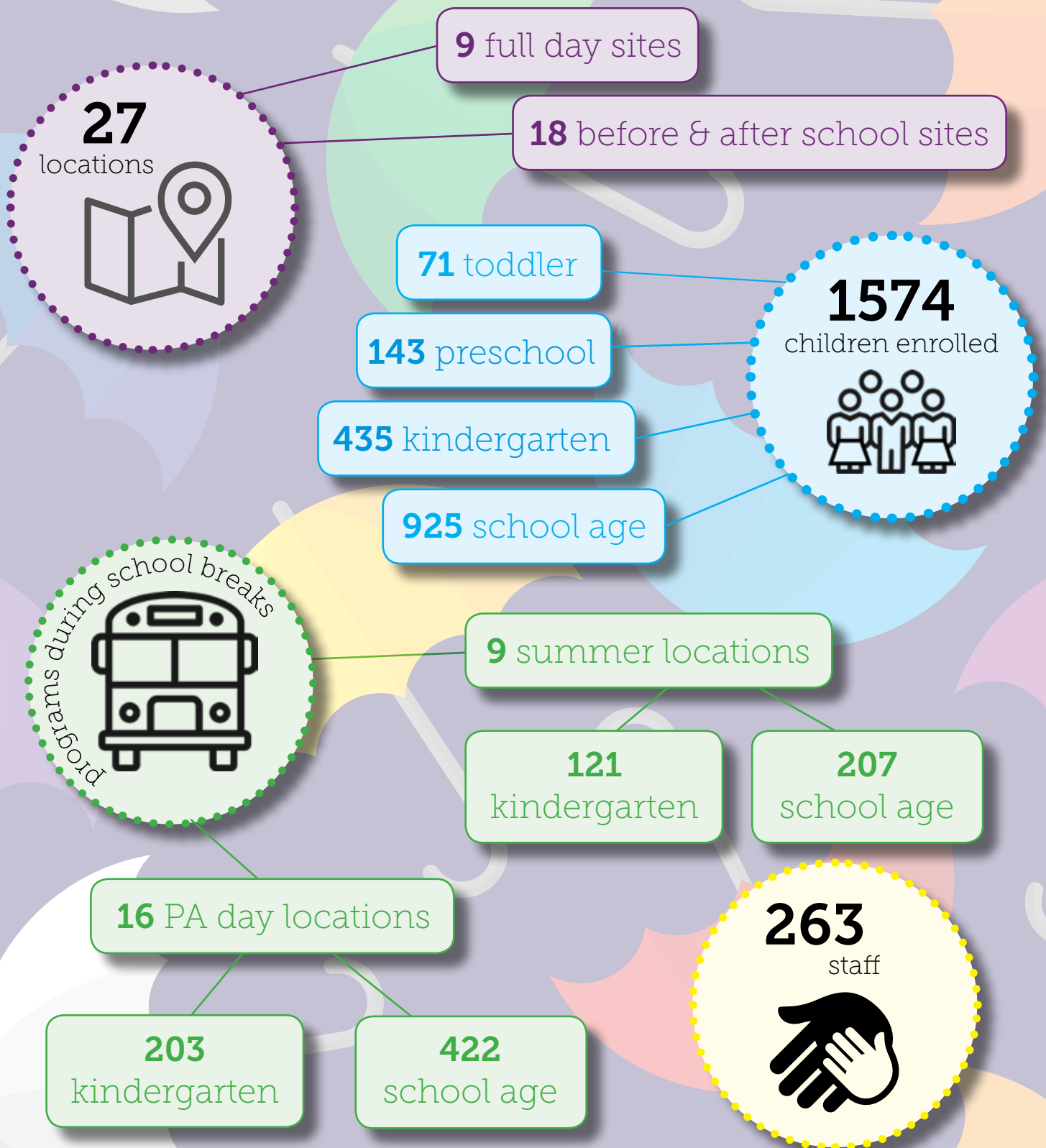
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*"A hundred years from now it will not matter what my bank account was, the sort of house I lived in, or the kind of car I drove... but the world may be different because I was important in the life of a child." ~ Forest E. Witcraft*

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# 2017 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.

# 2017 PARENT AND CHILD SURVEY RESULTS



In June 2017, we conducted our annual survey of Umbrella parents, kindergarten and school age children. 400 parents and 586 children responded to the anonymous surveys, which were conducted on iPads in our centres or through a link that could be accessed at home.

2017 Parent Survey Results		Response Percentages		
Answer Options		Satisfied	Unsatisfied	Not sure
Quality of care		99%	1%	0%
Staff		99%	1%	0%
Activities planned		98%	1%	1%
Communication with Centre Staff		98%	2%	0%
Food served (breakfast, lunch, snacks)		96%	1%	3%
Hours of operation		98%	2%	0%
Ease of payment		98%	1%	1%
Cost of programs		93%	4%	3%
Space where programs operate		98%	2%	0%
Special events		81%	2%	17%
Child's enjoyment		99%	1%	0%
Child's safety		99%	1%	0%
Students on placement		67%	1%	32%
Registration process		96%	3%	1%
Parent survey process		98%	1%	1%
Communication with Head Office		76%	2%	22%
Rate the overall service		99%	1%	0%

2017 Child Survey Results		Response Percentages		
Answer Options		Satisfied	Unsatisfied	Not sure
Staff		95%	2%	3%
Daily activities		94%	4%	2%
Special events		86%	3%	11%
Toys/sports equipment		89%	7%	4%
Food		92%	5%	3%

One thing that stood out to us this year was the high percentage of responses that indicated parents weren't sure how to rate things like communication with Head Office, food served, special events and students on placement.

We wanted to ensure that parents have access to this information and have provided it, as follows:

## COMMUNICATION WITH HEAD OFFICE

Our Head Office can be reached by calling 905-312-9836. Administrative staff will be happy to answer parents' questions and/or direct them to the best person to do so.

## FOOD SERVED

Morning and afternoon snacks and a nutritious midday meal are prepared for toddler and preschool children by an on-site cook, who is required to complete the Food Handler's course offered by the Public Health Department. Menus were created in consultation with a dietitian, in accordance with Canada's Food Guide. Weekly menu plans are posted in the Parent Information Area in each program. The Umbrella cooks meet regularly to review and adjust menus according to the seasons.

In extended day programs, morning and afternoon snacks are prepared for children by program staff who have completed the Food Handler's course offered by the Public Health Department. Weekly menu plans are posted in the Parent Information Area in each program. A group of Supervisors and Program Leaders plan and review snacks twice a year.

## ACTIVITIES AND SPECIAL EVENTS

Each week, staff members in our toddler and preschool programs plan and implement a program based on the observed interests and developmental needs of the children in their group. A weekly program plan is posted in the Parent Information Area.

A variety of activities and special events that are of interest to kindergarten and school-age children (e.g. arts and crafts, games, puzzles, sport activities, music, etc.) are offered each day before and after school, based on the observed interests of children. The weekly program plan is posted in the Parent Information Area.

## VOLUNTEERS AND STUDENTS ON PLACEMENT

Umbrella provides mentoring and practice teaching experiences for Early Childhood Education students, High School Co-op Students, and Focus on Youth students. Volunteers also participate in programs. The students and volunteers are not counted in the child/staff ratios and are never responsible for or left alone with the children. In addition, students on placement and volunteers are required to comply with all Umbrella policies and procedures. Usually a picture of the student and an introduction will be posted in the Parent Information area.





**GOAL:** To provide revenues sufficient to cover expenses and provide resources for the future

- Monthly review of enrolment statistics and wait lists
- Marketing plan
- Access of available funding opportunities

- Review of purchasing procedures (in progress)
- Monitoring of enrolment and staffing

- Pay down debt to HWDSB
- Investment in programs and administrative structure

**GOAL:** To meet the needs of our internal and external partners

- Access and distribution of wage enhancements whenever available
- Enhanced group benefits
- Staff recognition program
- Focus on staff recruitment and retention
- Staff Newsletters
- Professional Development Opportunities

- Focus on How Does Learning Happen?
- New Policies and Procedures Manual
- Program Statement
- Program Handbook
- Review of summer camp programs
- Enhance system to support children with special needs
- Parent/Child Surveys

- Linking families and children with community services they can benefit from using
- Participation in local and provincial child care committees
- Sharing of resources with other operators

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Looking to new

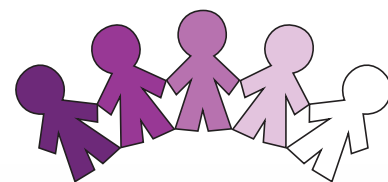
Looking  
to new





# I C P L A N

## S A N D P R O G R E S S



**GOAL: To excel at operational practices necessary to achieve our mission**

### INTERNAL BUSINESS PRACTICES

- New office space
- Review of program supervision
- Review of needs in Human Resources and Accounting departments

#### ADMINISTRATIVE STRUCTURE

- More efficient payroll system/HR data base
- More efficient fee collection/child and family data base
  - Upgrades to IT systems and web site
  - Enhancement of social media presence

#### KEY SYSTEMS

- Review of risk management procedures

#### RISK MANAGEMENT

**GOAL: To improve, create value and innovate**

### LEARNING AND GROWTH

- Professional development plans for program and administrative staff
  - Leadership training

#### STAFF DEVELOPMENT

- Review of bylaws
- Recruitment of additional Board members

#### BOARD DEVELOPMENT

- Plan for future growth
- Focus on succession planning

#### FUTURE DIRECTIONS

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

g forward successes!

*“If you are working on something that you really care about, you don’t have to be pushed. The vision pulls you.” ~ Steve Jobs*



# OUR TEAM (AS OF DECEMBER, 2017)

## BOARD OF DIRECTORS

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

### Non-Voting Members:

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

## EXECUTIVE DIRECTOR

Pat Houlton

## PROGRAM SUPERVISORS

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

## AREA SUPERVISORS

Connie Cortina	Julie Kott
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## INCLUSION SUPERVISOR

Jessica Boshier

## 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
Administrative Assistant:	Maria Konstantinou

Accounting Supervisor:	Terry Townsend
Accounting Generalists:	Grace Roberts Michael Murray

## INFORMATION TECHNOLOGY CONSULTANTS

Steve Ariss, Arissberg  
Ron Webster, WebTech Business Solutions  
Randy Bassett, DataCPR

## CUPE LOCAL 3491

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



*"Great program. We have been with Umbrella for 15 years with another few to go. They have been accommodating and the kids have really enjoyed themselves. Staff are fabulous, snacks are healthy. This has been by far the best daycare experience my kids have had. I recommend it to everyone who asks."*

*~ Templehead Parent*







## *Umbrella Family and Child Centres of Hamilton employed 211 program staff and 52 supply staff in 2017.*

### **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:

#### **10 YEARS** (hired in 2007):

Cathy Anson  
Ashlie Boich  
Eleanor Gower

Michelle Jack  
Julie Parker  
Tara Stirling

#### **25 YEARS** (hired in 1992):

Sue Kowch

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*“The strength of the team is each individual member. The strength of each member is the team.”*

*~ Phil Jackson*

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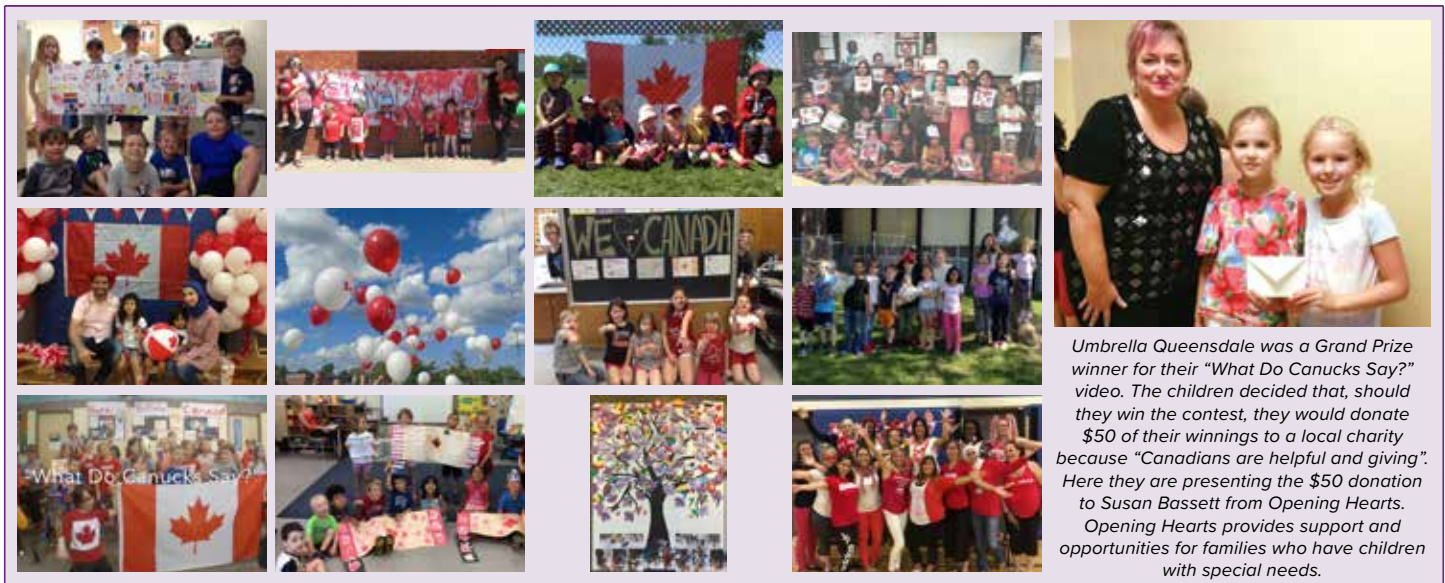


# CELEBRATING CANADA 150



In June of 2017, we asked Umbrella centres to share their Canada 150 celebrations for the chance to win \$150 for their program. The submissions we received were all so creative and amazing that we decided to create additional category winners that also received a cash prize for their program. The winners were showcased on our Facebook page throughout the week leading up to Canada Day. The Grand Prize winning video entry from Umbrella Queensdale reached 44,260 people on Facebook!

We were so proud of this initiative and the positive feedback we received from our staff, children and their families.



## GRAND PRIZE WINNERS:



**Queensdale & Lawfield**



## CATEGORY WINNERS:

CRAFTS CELEBRATING CANADA	PROMOTING KNOWLEDGE OF CANADA	VISIBILITY IN THE COMMUNITY	CANADA 150 BIRTHDAY PARTIES
<b>1<sup>ST</sup> PLACE:</b> Rosedale	<b>1<sup>ST</sup> PLACE:</b> Lincoln Alexander Kindergarten Group	<b>1<sup>ST</sup> PLACE:</b> Glen Echo	<b>1<sup>ST</sup> PLACE:</b> Hillcrest
<b>2<sup>ND</sup> PLACE:</b> Ray Lewis Kindergarten Group	<b>2<sup>ND</sup> PLACE:</b> Ray Lewis School Age Group	<b>2<sup>ND</sup> PLACE:</b> Ray Lewis Toddler/Preschool Group	<b>2<sup>ND</sup> PLACE:</b> Mountain View
<b>3<sup>RD</sup> PLACE:</b> Ancaster Meadow Kindergarten Group	<b>3<sup>RD</sup> PLACE:</b> Dundas Central	<b>3<sup>RD</sup> PLACE:</b> Lincoln Alexander Toddler/Preschool Group	



# STATEMENT OF OPERATIONS



**For the year ended December 31, 2017**

**2017**

**2016**

## REVENUE

Child care fees	\$4,994,895	\$4,712,878
Subsidy – child care fees	3,140,829	2,957,504
Subsidy – wages	1,700,559	1,588,639
Grant revenue	137,292	90,048
Other revenue	46,962	51,893
	<b>\$10,020,537</b>	<b>\$9,400,962</b>

## EXPENSES

Salaries, wages and benefits	\$8,597,783	\$7,860,201
Program Operations	1,534,616	1,334,353
Amortization of Capital Assets	84,626	75,730
	<b>\$10,217,025</b>	<b>\$9,270,284</b>

<b>Excess (deficiency) of revenue over expenses before Special Projects</b>	<b>\$(196,488)</b>	
Special Project Expense	(101,757)	
<b>Excess (deficiency) of revenue over expenses for the year</b>	<b>\$(298,245)</b>	<b>\$130,678</b>



# LOCATIONS (AS OF SEPTEMBER, 2017)

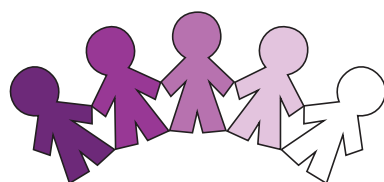


	<b>TODDLER</b> 18 months to 2 ½ years	<b>PRESCHOOL</b> 2 ½ years to 3.8 years	<b>KINDERGARTEN EXTENDED DAY</b> 3.8 years to 5 years	<b>SCHOOL AGE EXTENDED DAY</b> 6 to 12 years
Ancaster Meadow	✓	✓	✓	✓
Balaclava			✓	✓
Bellmoore			✓	✓
Cathy Wever	✓	✓	✓	✓
Dundana			✓	✓
Dundas Central			✓	✓
Elizabeth Bagshaw			✓	✓
Gatestone	✓	✓	✓	✓
Glen Echo			✓	✓
Gordon Price			✓	✓
Helen Detweiler			✓	✓
Hillcrest	✓	✓	✓	✓
James MacDonald			✓	✓
Lawfield	✓	✓	✓	✓
Lincoln Alexander	✓	✓	✓	✓
Memorial			✓	✓
Michaëlle Jean			✓	✓
Mount Hope			✓	✓
Mountain View			✓	✓
Mountview			✓	✓
Queensdale			✓	✓
Ray Lewis	✓	✓	✓	✓
Rosedale			✓	✓
Sir Wilfrid Laurier	✓	✓	✓	✓
Spencer Valley			✓	✓
Templemead	✓	✓	✓	✓
Winona			✓	✓









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