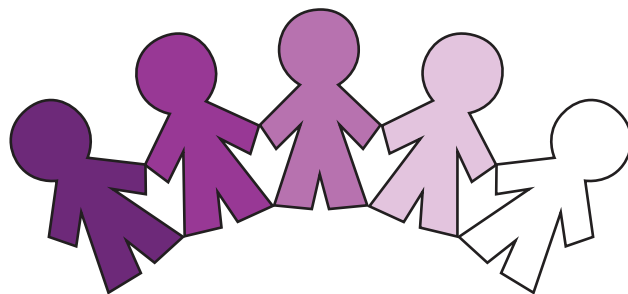
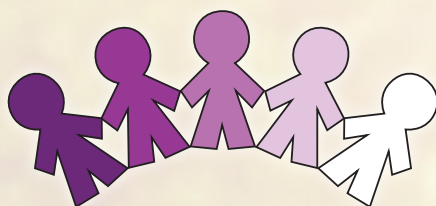


2018 ANNUAL REPORT



Umbrella Family and Child Centres of Hamilton

Good care educates. Good education cares.



VISION, MISSION AND CORE VALUES

VISION STATEMENT

Thriving Children, Competent Youth, Responsible Citizens.

MISSION STATEMENT

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

CORE VALUES STATEMENT

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 childcare 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 childcare 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 is a special report as it marks both 30 years of the Umbrella as an organization, and the end of another phase in our history, as we look to the retirement of Pat Houlton, our Executive Director for five years, and the start of a new Executive Director, Darryl Hall.

Looking back over 30 years, the Umbrella has responded to needs and changing environments. It has run innovative programs. It has adjusted to large changes in government direction such as the cuts of the Harris years, the Best Start Pilot, and the opening of Full Day Kindergarten. It has opened 43 programs and closed 15 (High School Programs, universal preschool programs, lunch program, the program in Adult education and some stand-alone before and after school programs.) Along the way it has learned that new programs take time to be established and function in the black, and that it can adjust to and survive major shifts in policy. Thank you to community partners who have continued to support the Umbrella in its 30 years, particularly the City of Hamilton and the Boards of Education.

Each leader has brought special attributes to the Umbrella. Jennifer Powell Fralick was innovative and collaborative, and nurtured staff. She saw the work of the Umbrella through the lens of all children's needs in the early years. Janis Webster presided over turbulent times and had a strong program and training focus. Pat Houlton's achievements have been to build administrative structures and lead the

organization into a more professional place. She has laid strong foundations for the Umbrella's sustainability and future growth. As a Board of Directors much of our energies this year have been put into finding a proper replacement for her. We wish to maintain the gains we have made under her leadership.

Our Board members provide loyal service to the Umbrella. We have welcomed Helen Benoit, Farzana Reburiano, and Jeff Boyle to our Board of Directors this past year and I would like to thank them along with previously serving directors Freda Vanopoulos, Diana Furry, Ted Cambridge, Igor Rusic and Heather Beckley for their continued hard work and commitment to the Umbrella, and for being willing to sit on the Umbrella Board again this coming year.

The Board is proud of our hard working staff, including our professional Early Childhood Educators who are the backbone of our organization. Thank you all for what you do. We thank Pat for all her contributions and the strong place to which she has brought the organization. We welcome Darryl Hall to many successful years as Executive Director. 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



It has been my pleasure and privilege to provide leadership to the Umbrella for the past five years. This responsibility has been a shared effort with an amazing Board of Directors and Administrative Team. Any accomplishments have to be shared with these wonderful groups of hard working and committed people.

As I look forward to retiring at the end of May 2019, I have been reflecting on my time in the role of the Executive Director at Umbrella. I have appreciated the support and cooperation of not only the Umbrella Board and staff, but of the many community partners who share common goals and the desire to make Hamilton the best place to raise a child. These partners include the staff from the City of Hamilton Children's Services, the Hamilton Wentworth District School Board, Affiliated Services for Children and Youth (ASCY) and the many fellow childcare operators who routinely put aside any notions of competition to work together in the best interests of the children and families in Hamilton. Thank you for welcoming me to Hamilton and for allowing me to share in the wonderful work each of you does every day. I have also thoroughly enjoyed working with the Executive of CUPE Local 3491. We have shared a commitment to not only the children and families but also to the staff of the Umbrella that has made our conflicts few and the resolution of differences totally possible. We have shared two rounds of successful collective bargaining and I thank you for these experiences!

As the Umbrella looks forward to 2019, there are many exciting changes in store.

2018 marks the completion for the Umbrella of 30 years of operating excellent early learning and childcare programs in Hamilton. Please read Judith Bishop's History of the Umbrella on Page 14 of this 2018 Annual Report. Judith is the current Chair of the Umbrella Board and has been involved with the Umbrella for all of these years. 2019 is the first year of the next 30 years and I have no doubt that the Umbrella will continue to provide excellent service in the upcoming years.

2019 will see the Umbrella open our first program for infants in the newly built school in Summit Park. We anticipate this will be the first of several infant programs in the upcoming years.

2019 also marks the arrival of our new Executive Director, Darryl Hall. I have no doubt that Darryl will build on the work of Jennifer Powell Fralick, Janis Webster and myself and lead the Umbrella to the next stage.

The past five years have seen many changes, both in the Umbrella and in the wider childcare community. Internally these have included expansions of programs, additional program and administrative staff and the opening of a new office. Externally, we have seen the final implementation of full day kindergarten, the challenges in the recruitment and retention of staff, the changes to legislation and the expansion of childcare spaces and funding for staff wage enhancements. The recent change in the provincial government will no doubt provide some changes in the direction of early learning and childcare that will need to be responded to. I have no doubt that the Umbrella will continue to respond appropriately to change and continue their rich legacy of excellence in everything they do.

Finally, as always, my last word has to be for the wonderful staff who continue to care for and enrich the lives of our precious children as change swirls about them. You are the face of the Umbrella to the children and families we serve ... the face that welcomes them every morning and says "good night" to them at the end of the day. It is your excellent programs and hard work that has built the excellent reputation enjoyed by the Umbrella today. It is not easy work but you do it with commitment and dedication. Thank you from the bottom of my heart for the excellent work you do each and every day.

As I prepare to start the next chapter of my own life, I will reflect on my time at the Umbrella with much joy and satisfaction and I will look forward to watching the next chapter unfold at the Umbrella. I wish you the best of everything... you deserve it!

Respectfully submitted,

Pat Houlton
Executive Director





28 LOCATIONS

- **9** full day sites
- **19** before & after school sites



2518 CHILDREN ENROLLED

- **131** toddler
- **671** kindergarten
- **187** preschool
- **1529** school age



PROGRAMS DURING SCHOOL BREAKS

- **9** March Break Program locations
 - 144 Kindergarten, 230 School Age
- **9** Summer Program locations
 - 261 Kindergarten, 374 School Age
- **17** PA Day Program locations
 - 166 Kindergarten, 354 School Age
- **9** Holiday Program locations
 - 108 Kindergarten, 228 School Age



303 STAFF

- **214** regular staff
- **89** supply staff

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

2018 PARENT AND CHILD SURVEY RESULTS



2018 Parent Survey Results		Response Percentages		
Answer Options	Satisfied	Unsatisfied	Not sure	
Quality of care	99%	0%	1%	
Staff	99%	1%	0%	
Activities planned	98%	1%	1%	
Communication with Centre Staff	97%	2%	1%	
Food served (breakfast, lunch, snacks)	97%	2%	1%	
Hours of operation	98%	0%	2%	
Ease of payment	91%	1%	8%	
Cost of programs	88%	3%	9%	
Space where programs operate	98%	1%	1%	
Special events	92%	1%	7%	
Child's enjoyment	100%	0%	0%	
Child's safety	100%	0%	0%	
Students on placement	77%	1%	22%	
Registration process	93%	1%	6%	
Parent survey process	93%	1%	6%	
Communication with Head Office	81%	3%	16%	
Rate the overall service	99%	0%	1%	

2018 Child Survey Results		Response Percentages		
Answer Options	Satisfied	Unsatisfied	Not sure	
Staff	94%	2%	4%	
Daily activities	91%	5%	4%	
Special events	88%	2%	10%	
Toys/sports equipment	91%	5%	4%	
Food	90%	5%	5%	

Thank you to the parents and children who completed our 2018 Survey! We were heartened to see that parent responses increased from 400 to 538 and child responses increased from 586 to 792. The more responses we receive, the more information we have to better serve the children in our programs and our parents.

We are also pleased that the overall satisfaction with our service was 99%. We do not take that for granted and continue to review the results of individual factors to see where improvements can be made.

Once again this year, parents indicated that they were unsure about Communication with Head Office and about our Students on Placement program. The following information is repeated from last year's Annual Report for this reason.

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.

VOLUNTEERS AND STUDENTS ON PLACEMENT

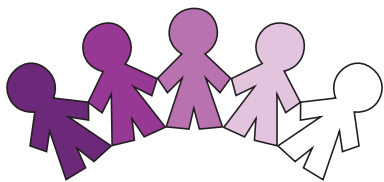
Umbrella provides mentoring and practice teaching experiences for Early Childhood Education students, High School Co-op Students, and Focus on Youth students. Volunteers also participate in programs. The students and volunteers are not counted in the child/staff ratios and are never responsible for or 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.

2018 SUMMER PROGRAM SURVEY RESULTS

The response rate for our summer program surveys was more disappointing, leading us to review how the surveys are conducted over the summer months. Only 32 parents and 108 children responded.

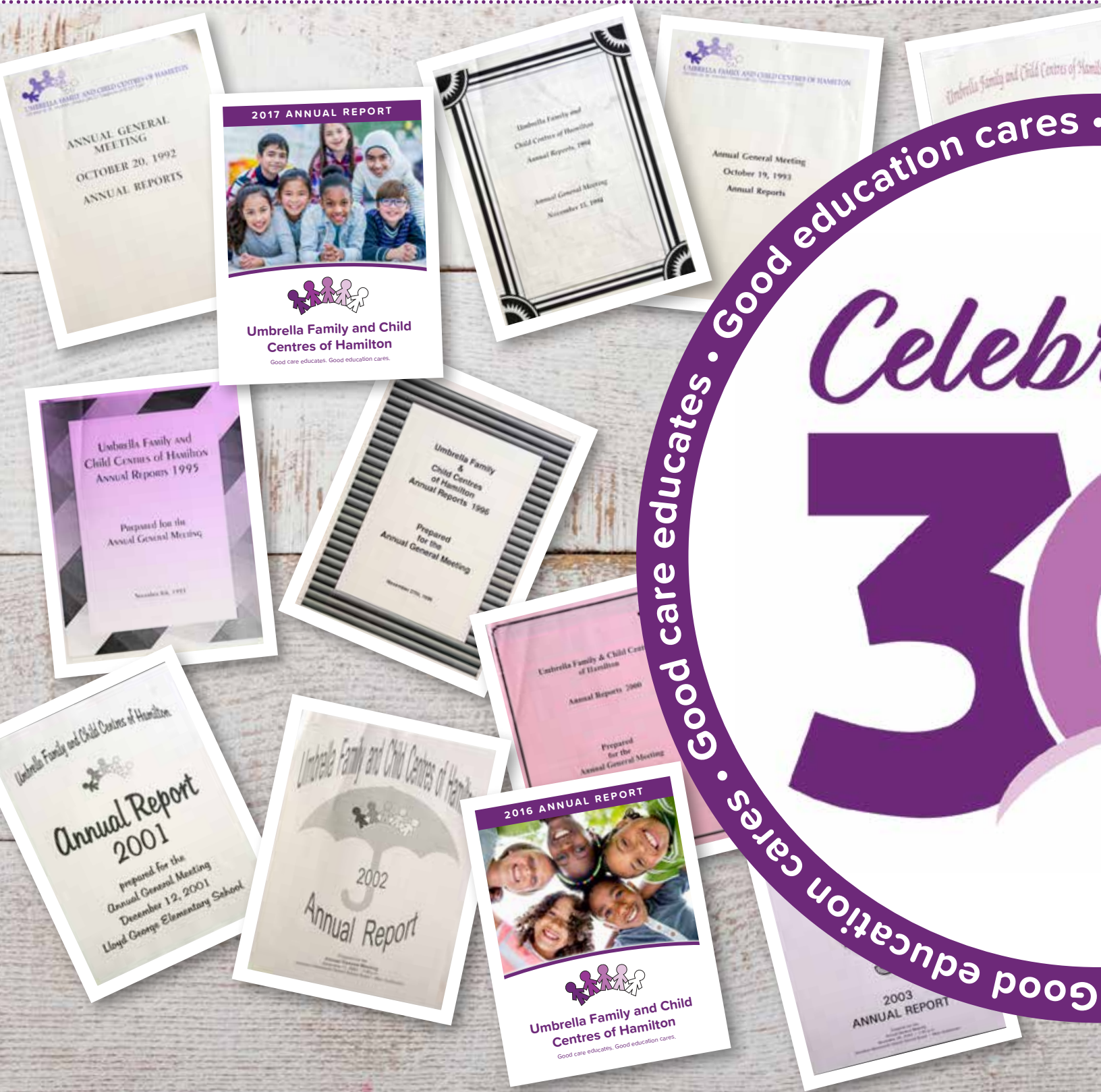
However, even among those surveys, there was a consistent theme that children were not enjoying going to 50 Point Conservation Area every day and that they would like more time in the actual centres where they are registered. Hence, this year, children will only go to 50 Point twice a week, spend two days in their centres and go on a trip once a week.





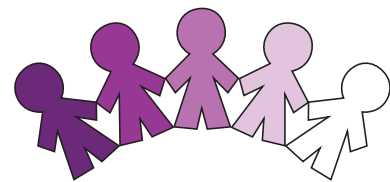
1988

CELEBRATING 30 YEARS OF SERVICE TO THE COMMUNITY



2018

THE CHILDREN AND FAMILIES OF HAMILTON



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

Celebrating
YEARS



2018 ADMINISTRATIVE TEAM

BOARD OF DIRECTORS

Heather Beckley	Laura Lukasik
Helen Benoit	Lillian Orban
Judith Bishop (Chair)	Farzana Reburiano
Jeffrey Boyle	Igor Rusic
Ted Cambridge	Freda Vanopoulos
Diana Furry	

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
Candice Davidson	Vesna Milanovic
Brenda Parker	Tracy Sparkes
Christine Kott	Shawna Webster
Sue Kowch	

AREA SUPERVISORS

Connie Cortina	Julie Kott
Krista Genesiee	

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
Human Resources Assistant:	Maria Konstantinou
Accounting Supervisor:	Terry Townsend
Accounting Generalists:	Grace Roberts Michael Murray

INFORMATION TECHNOLOGY CONSULTANTS

Steve Ariss, Arissberg
Ron Webster, WebTech Business Solutions





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 2008)	15 YEARS (hired in 2003)	25 YEARS (hired in 1993)
Nancy Atkinson Scott Smith Shawna Webster	Anita Arruda Vesna Damjan Lynn McInnis Grace Roberts	Jodi Madore

CUPE LOCAL 3491

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

*"No one can whistle a symphony.
It takes a whole orchestra to play it."
~ H.E. Luccock*

LOOKING AHEAD...



WELCOMING DARRYL HALL

The Board of Directors and staff of Umbrella Family and Child Centres of Hamilton are pleased to announce that Darryl Hall joined the organization as Executive Director on April 15, 2019.

Darryl is a seasoned Executive with over 20 years' experience leading non-profit organizations and a staunch supporter and advocate of children's services.

Serving 17 years as Executive Director of the province's largest provider of specialized care for children and adolescents affected by child abuse and neglect, Darryl brings a unique blend of strategic thinking, and the ability to harness operational excellence. As a system change agent - Darryl has chaired a number of regional service planning councils/committees with mandates to plan and manage community services for children and youth.

He began his career as a youth worker with the YMCA of Oakville, before holding positions as Executive Director with St. John Ambulance Halton, Manager of Fundraising Operations with the United Way of Oakville, and most recently as Executive Director of Meals on Wheels London.

A dedicated community volunteer, he spends his time coaching competitive girls softball, and supporting service clubs such as Kiwanis, and KIN. Darryl lives in Cambridge with his wife and two teenage daughters.

WISHING PAT HOULTON A VERY HAPPY RETIREMENT!

Our current Executive Director, Pat Houlton, will retire on May 31 and is looking forward to introducing Darryl to the community.



STATEMENT OF OPERATIONS



For the year ended December 31, 2018

2018

2017

REVENUE

Childcare fees	\$5,273,570	\$4,994,895
Subsidy – childcare fees	3,658,277	3,140,829
Subsidy – wages	1,725,000	1,700,559
Grant revenue	284,827	137,292
Other revenue	57,214	46,962
	\$10,998,888	\$10,020,537

EXPENSES

Salaries, wages and benefits	\$9,264,468	\$8,597,783
Program Operations	1,684,502	1,534,616
Amortization of Capital Assets	89,380	84,626
	\$11,038,350	\$10,217,025

Excess (deficiency) of revenue over expenses before Special Projects	\$(39,462)	\$(196,488)
Special Project Expense	(43,728)	(101,757)
Excess (deficiency) of revenue over expenses for the year	(83,190)	\$(298,245)



LOCATIONS (AS OF SEPTEMBER, 2018)



	TODDLER 18 months to 2 ½ years	PRESCHOOL 2 ½ years to 3.8 years	KINDERGARTEN EXTENDED DAY 3.8 years to 5 years	SCHOOL AGE EXTENDED DAY 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 Isaac Brock			✓	✓
Sir Wilfrid Laurier	✓	✓	✓	✓
Spencer Valley			✓	✓
Templemead	✓	✓	✓	✓
Winona			✓	✓

THE HISTORY OF THE UMBRELLA

by Judith Bishop, Chair of the Board 1998 to 2000 and 2012 to present

It all began with an innovative childcare program at Hill Park Secondary School, which linked with the Family Studies department to provide placements for high school students. Two similar programs at Scott Park and Sir Winston Churchill high schools followed, with the incorporation of Umbrella Family and Child Centres of Hamilton by the Board of Education for the City of Hamilton in 1988. Experiments were tried with lunch hour programs, and childcare services at the Board's Adult Education Centre. With NDP funding, 4 childcare centres were opened in new elementary schools. The logo was established in 1992, and values articulated: respect for staff, focus on quality of childcare, and a seamless day for children. There were close ties with the Hamilton Board, which provided payroll services, free office space, and managed the centres through the Child Care Program Leader, Jennifer Powell Fralick. The Board's Early Years Coordinator and Jennifer met regularly to plan joint in-service activities with kindergarten teachers and ECEs who were unionized in 1992. By 1996, 73% of the children served were receiving subsidized childcare and about 400 Family Studies, Parenting and Co-op students had placements in Umbrella centres

Under Jennifer's leadership staff blossomed, and supervisors Carrie Horn, Lisa Kiriakopoulos and Jackie Belisario later went on to hold senior positions in Hamilton.

In 1996, the Harris Government was elected, which cut funding for childcare, no longer promoted childcare in schools, and prevented students over 21 from attending high schools. The childcare programs in high schools struggled as a result, – 21 young parents could not attend high school in 1996 as they had no subsidies for childcare – and were slowly closed, but after large deficits were accrued. As capital funding was unavailable, the Umbrella embarked on construction agreements with the Hamilton-Wentworth District School Board (HWDSB) and built 4 childcare centres attached to new elementary schools, opened in 2003 and 2004.

In 1998 the Wentworth County and Hamilton Boards amalgamated. Umbrella hired its own Executive Director,

Janis Webster, in 2001, and continued to take over responsibility for all its administrative functions. Slowly many previous ties with the Board were lost, including in 2013 Umbrella's preferred status for childcare.

In 2003 a long period of Liberal government began. The Best Start initiative started, and Hamilton secured the Urban Pilot for which Umbrella ran many small, free, half day, preschool universal programs in Hamilton's east end schools. In addition, full centres opened in two new schools. The Best Start Pilot ended and the last preschools closed in 2014 just as Full Day Kindergarten was fully phased in. All previous programs for kindergarten children were replaced by extended care. With support from the City, this change was weathered without heavy financial penalties. However, for the first time staff turnover became a major problem as ECE staff left for kindergarten jobs.

The Umbrella was seen as a leader in curriculum and staff training, and embraced the Reggio Emilia approach.

In 2014 a new Executive Director, Pat Houlton, was hired. Strong Human Resources, Finance, and Program departments were established, a public relations consultant hired, and payroll and parent fees processes were streamlined and modernized. New budget processes and the Umbrella's first Strategic Plan were developed. New toddler programs at all full centre sites, and 3 new before and after school programs were opened. Support for children with special needs was formalized. Administration moved into offices in commercial space. Enrolment increased, and finances were healthy. In 2013, revenues were \$6.2 million, in 2018 \$10.9 million.

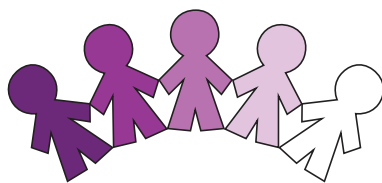
The Umbrella's success has been determined by the quality and commitment of its staff and leadership, and the support from many community partners foremost being the City of Hamilton, and the Boards of Education. From its past, Umbrella knows it can adjust to changing political climates, overcome adversity, provide innovation, and serve Hamilton's children. The Umbrella has confidence as a new phase begins in 2019 with Darryl Hall as Executive Director.





Program	Opened	Closed	Re-Opened	Toddler	Preschool	Best Start Preschool Universal (2006-2014)	JK/SK ½ day or rotating days (until 2014)	JK/SK (after 2014) BS/AS	School Age BS/ AS
Ancaster Meadow	2004	Preschool 2008	Preschool 2015	2015	✓		✓	✓	✓
Balacava	2008	2009	2015					✓	✓
Bellmoore	2010							✓	✓
Cathy Weaver	2006			2015	✓	✓	✓	✓	✓
Dundana	2002						✓	✓	✓
Dundas Central	2004							✓	✓
Elizabeth Bagshaw	2006					✓		✓	✓
Gatestone	2004			2015	✓		✓	✓	✓
Gibson	2006	2008				✓			
Glen Echo	2001							✓	✓
Gordon Price	1991				Closed 2008		✓	✓	✓
Greensville/ Spencer Valley	2008							✓	✓
Helen Detwiler	1991				Closed 2008		✓	✓	✓
Hillcrest	2006			2015	✓	✓	✓	✓	✓
Hill Park	1987	2003			✓				
James MacDonald	1997	1998	2003					✓	✓
King George	2006	2008				✓			
Lawfield	2007			2015	✓		✓	✓	✓
Lincoln Alexander	1989	Preschool 2008	Preschool 2016	2016			✓	✓	✓
Linden Park	1995	1996							✓
Memorial	2007							✓	✓
Michaelle Jean	2013								✓
Mount Hope	2010							✓	✓
Mountview	1998							✓	✓
Mountain View	2015							✓	✓
Prince of Wales	2006	2014				✓			
Queensdale	2003							✓	✓
Ray Lewis	2004			2015	✓		✓	✓	✓
Rosedale	2016							✓	✓
Scott Park	1989	2001			✓				
Sir Isaac Brock	2018							✓	✓
Sir Wilfrid Laurier	1990			2015	✓	✓	✓	✓	✓
Sir Winston Churchill	1989	2005		✓	✓				
Southview/Briarwood	1992	1993			✓				
Templemead	2004			2005	✓		✓	✓	✓
Winona	2008							✓	✓
Woodward	2006	2008				✓			

NOTE: Highlighted rows indicate the program is currently operational. Lloyd George, Strathcona and Thornbrae were opened and closed within a short time frame and therefore are not included on this chart.



905.312.9836 | UMBRELLAFAMILY.COM | [f](#) [t](#) [i](#) [in](#)