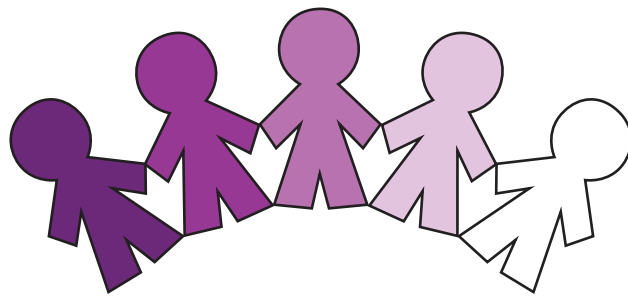


# 2020 Annual Report



## Umbrella Family and Child Centres of Hamilton

Good care educates. Good education cares.

# Vision

Thriving Children, Competent Youth, Responsible Citizens.

# Mission

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

# Values

### 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.



Halloween 2020 at Umbrella Helen Detwiler

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# Chairperson's Message

2020 has been unlike any other year in the history of the Umbrella for the amount of disrupted service to families. It began in late January and February with the Umbrella needing to quickly arrange for full day care for school-aged children as a result of three rotating elementary teacher strikes. Then on March 14 all child care centres and school-aged programs were closed as part of a province-wide lockdown because of the pandemic caused by COVID-19. Programs did not begin to reopen again until July 13 and all staff were finally recalled by August 24. Because of COVID-19 restrictions, school-age programs were closed again for the November PA day and only reduced programs provided over the Christmas break.

For parents this year was a challenging time. Programs were closed with little notice, leaving parents without the support they were accustomed to. When programs reopened there were often bewildering Public Health requirements, often different than those requested by the schools. Because schools were completely closed for several months, Umbrella found itself unable to provide care that was needed. Umbrella was proud to use this time to improve online communications with parents, and introduce a video showing how centres were improving health and safety for children during COVID-19.

Staff struggled too with their need to care for their own children and with stress over potential infection especially if they had pre-existing health conditions. Plans were made, only to be revised many times because of new government restrictions and health guidelines changing at short notice. As a result, many staff had to work late into the evening, or on weekends, communicating with parents. Additional paperwork was added: at one time there were three separate reports to be filled out for each child who was excluded under Public Health guidelines. Requirements to wear PPE all day added to staff exhaustion. Umbrella was proud to be able to maintain all previous pay levels throughout the entire period using funding from the Federal government (including the CERB and CEWS) and from the supportive

Hamilton Children's Department who continued to provide funding. It was also pleased to be able to offer substantial health and safety training for all, additional staff development, small tokens of appreciation, and some additional remuneration.

Our Board members provide loyal service to the Umbrella. We thank Heather Beckley for her committed service and we accept her resignation from the Board with sadness. Heather was a strong advocate for parental issues, and advocated for the use of the Storypark software to improve parent engagement with their children in our centres, which was introduced this year. I would like to thank Farzana Reburiano, Igor Rustic, and Diana Furry who chaired the Finance, Governance and Membership committees. Many thanks to Freda Vanopoulos, Diana Furry, Farzana Reburiano, Ted Cambridge, Igor Rusic, Helen Benoit and Jeff Boyle for being willing to sit on the Umbrella Board this coming year, and for their continued hard work and commitment to the Umbrella.

Times of crisis show the real mettle of an organization. Team work and commitment to the service of children have been amply demonstrated. Staff have been shown they are valued. Our staff, including our professional Early Childhood Educators, who are the backbone of our organization, have risen to the considerable challenges of the year. We are grateful for all their contributions and the energetic leadership of our Executive Director, Darryl Hall and the Administrative team. Thank you all for your part in making the best of what has been a very difficult year.

Respectfully submitted,

**Judith Bishop**  
Chairperson



Full PPE for staff to  
screen in children  
and essential visitors



Masks required on  
kindergarten-aged children  
and older to help keep  
everyone safe



PPE at all times for  
staff in programs



# Executive Director's Report

Any report of the 2020 year would not be complete without recognizing the cumulative impact COVID-19 has had on individuals, families, and our communities. The disruption that has been caused has affected everyone.

As you read our Annual Report, you will see some of the amazing accomplishments the team under the Umbrella has achieved.

This report also provides an opportunity to look forward as we ready ourselves for an eventual return to “normal”.

We are thrilled to announce that the Umbrella will be launching a new Program Excellence Team in 2021. There are three key areas that this new team will be developing and implementing:

- Equity, Diversity, and Inclusion;
- Program Development and Pedagogy; and
- Continuous Quality Improvement

The creation of this new team reflects our commitment to continuously enhance and strengthen our commitment to program quality, and to identify and reduce inherent bias and systemic injustice. We will have more to report on this important initiative in the coming year.

We are thankful to our partners at the City of Hamilton who support the child care system, and all of our child care partners as we worked together to plan and deliver child care in a COVID environment. Thank you to our partners at the Hamilton Wentworth District School Board for their ongoing support of our programs within their schools.

I am so grateful to work for an organization like the Umbrella. Our volunteer Board of Directors provided steady leadership when there were so many unknowns. The kindness and compassion that has been displayed by our staff, children, and families during this time has been an inspiration.

Let me add a personal note. Like many of you, I also have a family to worry about. I am an Umbrella colleague, but also a father, a husband and a son. At times like these, the worry list can be long for all of us, there are no exceptions. I am also convinced we have, and will continue to get through this together. Please stay safe and focus on what's most important. That is, the well-being of yourself, your family, and our community.

Respectfully submitted,

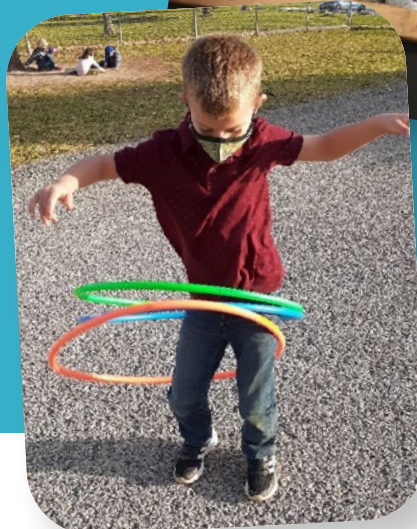
**Darryl Hall**  
Executive Director



*“Muddy Buddies” were purchased with City of Hamilton funding to support and extend outdoor play opportunities for our younger age groups*



*Providing quality programs and experiences for children, even during COVID*





# Caring through COVID in 2020

## March

### Global Pandemic

COVID-19 causes an unprecedented shutdown of child care centres in Ontario.

### Professional Development

The closure provided an opportunity to invest time and energy into the Professional Development of our educators, covering a variety of topics such as:

- training on the new Public Health requirements
- program planning within the new restrictions
- engaging in reflective practice

This was not only beneficial from a learning aspect, but to ensure that we stayed connected and continued to build relationships with our educators remotely.

### Pandemic Plan and Return to Care Video

To open our doors again safely, Umbrella developed a comprehensive “Pandemic Operating Plan” to cover new policies and procedures based on Public Health guidelines to keep children and staff as safe as possible. Knowing that many parents were anxious about returning to child care, a video was created to help explain the safety precautions being taken as we re-opened after the closure.

### Virtual Tours and Play Visits

As child care began to open again, it was very important to us that we not only invited new children into our programs, but that we included parents as partners in their child’s care and that everyone felt safe, supported and had a sense of belonging when beginning in one of our programs. We prepared and implemented a detailed plan outlining a new step-by-step process that all of our programs would follow when welcoming a new child into one of our programs including:

- a “virtual tour” with pictures showing each area of the centre
- zoom meetings for parents and children to meet the staff and exchange pertinent information
- pictures of what staff look like with PPE on and what they look like underneath
- socially distanced in-person play visits at the end of the day out on the playground

over **140,000\*** pieces of PPE and equipment distributed to Umbrella programs to keep staff and children safe

\*Gowns, face shields, goggles, gloves, hand sanitizer



over **52 hrs** of Professional Development provided to **190** educators

over **250** staff members supported through the shutdown

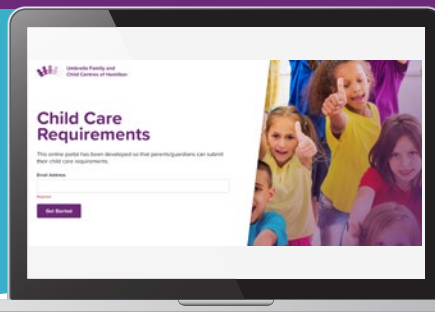
*“Due to COVID, Scarlett and I attended our play visit via zoom. This option, for both of us, was a great experience as Scarlett was able to be herself in her own element while being introduced to the staff.”*

- Parent, Umbrella Bellmoore

## July

### Re-Opening Child Care Centres

Not only did policies need to be updated but our communication methods and the system of how we received requests for child care had to be swiftly adapted from paper solutions to digital ones. We launched our online Parent Portal to be able to process registrations as we re-opened in July. This system also functions to collect verified email addresses so we can communicate with parents quickly and effectively.



# Caring through COVID in 2020



## September

### New Materials and Equipment

We have always known that children of all ages benefit significantly from outdoor experiences, but COVID-19 has reinforced the importance of outdoor play. The safest place for children to be is outdoors where there is natural ventilation, and they have lots of space. “Muddy Buddies” were purchased for our infant, toddler, and preschool children so that they could explore all elements of nature, regardless of the weather. Portable outdoor equipment carts with over 50 pieces of open-ended materials were ordered for each school age cohort. Children were able to use these pieces of equipment for gross motor activities, imaginative play, and to set up outdoor cozy areas for solitary experiences (reading, relaxing, yoga, etc.) The possibilities have been endless!


We would like to thank the City of Hamilton for the funding Umbrella received to support the purchase of these items for our child care programs.



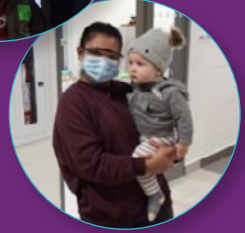

**43** outdoor activity carts for Kindergarten and School Age programs

**172** Muddy Buddies for infant, toddler and preschool children to facilitate outdoor play, no matter the weather

## December



**1** new full day child care centre opened at Shannen Koostachin with the first preschool family welcomed in Dec/20 and the first infant family in Jan/21



### Parents as Partners

In 2020, Umbrella made the decision to invest in “Storypark”, an online application to document and support children’s learning and engage families in their child’s progress and development. As families interact with Storypark, their feedback and participation becomes a conduit for further learning and ensures that parents are included as the most valuable resource in a child’s learning journey. We have heard repeatedly since the re-start of our programs in July that parents feel disconnected from their children’s learning as they have limited contact with educators and cannot physically enter the centre. We know that Storypark has helped bridge this gap already and are looking forward to bringing all of our centres onboard by the end of 2021.



Storypark

*“Thank you for making me comfortable while I’m away from my son.”*

- Parent,  
Umbrella Ray  
Lewis



# 2020 Administrative Team

## BOARD OF DIRECTORS

Heather Beckley (resigned)  
Helen Benoit  
Judith Bishop (Chair)  
Jeffrey Boyle  
Diana Furry  
Ted Cambridge  
Farzana Reburiano  
Igor Rusic

### Non-Voting Members:

Missy Ashley  
Sheila Greenland  
Darryl Hall  
Lisa Kiriakopoulos  
Michael Parente  
Courtney Robertson  
Shawna Webster

## EXECUTIVE DIRECTOR

Darryl Hall

## PROGRAM SUPERVISORS

Cathy Anson  
Ashlie Boich  
Candice Davidson  
Breann Domjancic  
Krista Genesiee  
Sue Kowch  
Jodi Madore  
Brenda Parker  
Tasha Reid  
Tracy Sparkes

## AREA SUPERVISORS

Julie Kott  
Connie Laccheo

## INCLUSION SUPERVISOR

Jessica Boshier / Mateja Mihelcic

## ADMINISTRATIVE OFFICE STAFF

Program Managers:  
Sheila Greenland, Shawna Webster

Controller:  
Michael Parente

Director of Human Resources:  
Courtney Robertson

Human Resources Generalist:  
Belinda Mattina

Office Manager:  
Claire Weagle

Marketing & Communications:  
Christina Birch

Accounting Supervisor:  
Terry Townsend

Accounting Generalist:  
Michael Murray

Admin & Accounting Generalist:  
Victoria Adair



## 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:

### 5 YEARS (hired in 2015)

|                    |                   |
|--------------------|-------------------|
| Leslie Atlee       | Julie Kinzel      |
| Monika Bielak      | Joshua MacDonald  |
| Lucia Cirami       | Marnie Shorthouse |
| Victoria Hernandez | Tracy Sparkes     |
| Helen Khames       | Kristina Srbjanin |

### 10 YEARS (hired in 2010)

|                 |                 |
|-----------------|-----------------|
| Masuda Chowdury | Christina Muise |
| Tammy Dann      |                 |

### 15 YEARS (hired in 2005)

|                 |                 |
|-----------------|-----------------|
| Jessica Boshier | Sophia Windett  |
| Julie Jacobs    | Khadija Zoulten |
| Malalai Wahidi  |                 |

### 20 YEARS (hired in 2000)

Anna Corsini  
Alicia Unno Bordi

### 30 YEARS (hired in 1990)

Marg Cake

## CUPE Local 3491

|                      |                  |
|----------------------|------------------|
| President:           | Missy Ashley     |
| Vice President:      | Christine Porter |
| Secretary/Treasurer: | Rita Santini     |

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





# Statement of Operations

**For the year ended December 31, 2020**

**2020**

**2019**

## REVENUE

|                          |                     |                     |
|--------------------------|---------------------|---------------------|
| Childcare fees           | 2,406,478           | 5,682,934           |
| Subsidy – childcare fees | 3,504,338           | 3,856,577           |
| Subsidy – wages          | 848,867             | 1,789,285           |
| Grant revenue            | 280,466             | 288,557             |
| Other revenue            | 3,313,763           | 72,096              |
| <b>Total</b>             | <b>\$10,353,912</b> | <b>\$11,689,449</b> |

## EXPENSES

|                                |                    |                     |
|--------------------------------|--------------------|---------------------|
| Salaries, wages and benefits   | 8,201,875          | 9,936,906           |
| Program Operations             | 1,143,261          | 1,801,093           |
| Amortization of Capital Assets | 93,560             | 90,236              |
| <b>Total</b>                   | <b>\$9,438,696</b> | <b>\$11,828,235</b> |

|   |                  |                    |
|---|------------------|--------------------|
| <b>Excess (deficiency) of revenue over expenses before Special Projects</b> | <b>915,216</b>   | <b>(138,786)</b>   |
| Special Project Expenses  | --               | --                 |
| <b>Excess (deficiency) of revenue over expenses for the year</b>            | <b>\$915,216</b> | <b>\$(138,786)</b> |





# 2020 Locations & Programs

| LOCATION          | 2020 PROGRAMS                             |
|-------------------|---|
| Ancaster Meadow   | Toddler, Preschool, Before & After School |
| Balaclava         | Before & After School                     |
| Bellmoore         | Before & After School                     |
| Cathy Weaver      | Toddler, Preschool, Before & After School |
| Dundana           | Before & After School                     |
| Dundas Central    | Before & After School                     |
| Eastdale          | Before & After School                     |
| Elizabeth Bagshaw | Before & After School                     |
| Gatestone         | Toddler, Preschool, Before & After School |
| Glen Echo         | Before & After School                     |
| Gordon Price      | Before & After School                     |
| Greensville       | Before & After School                     |
| Helen Detwiler    | Before & After School                     |
| Hillcrest         | Toddler, Preschool, Before & After School |
| James MacDonald   | Before & After School                     |

| LOCATION            | 2020 PROGRAMS                             |
|---------------------|---|
| Lawfield            | Toddler, Preschool, Before & After School |
| Lincoln Alexander   | Toddler, Preschool, Before & After School |
| Memorial            | Closed end of Dec/20                      |
| Michaelle Jean      | Before & After School                     |
| Mount Hope          | Before & After School                     |
| Mountain View       | Closed end of Dec/20                      |
| Mountview           | Before & After School                     |
| Queensdale          | Before & After School                     |
| Ray Lewis           | Toddler, Preschool, Before & After School |
| Rosedale            | Before & After School                     |
| Shannen Koostachin  | Toddler, Preschool, Before & After School |
| Sir Isaac Brock     | Before & After School                     |
| Sir Wilfrid Laurier | Toddler, Preschool, Before & After School |
| Templemead          | Toddler, Preschool, Before & After School |
| Winona              | Before & After School                     |

## Looking Ahead

Umbrella is looking forward to **opening three new locations in 2021**. Greensville will be opening a new full day child care centre with Toddler and Preschool programs in the summer of 2021 and Bellmoore and Viola Desmond will open full day child care centres with Infant, Toddler, and Preschool programs in the Fall of 2021. We look forward to being able to serve the families in our community in these beautiful new child care facilities.

We are also excited about **implementing “Storypark”** across our organization by the end of 2021. This communication app is a wonderful tool to engage parents in their child’s learning journey at Umbrella.

Many exciting things are happening and we look forward to sharing them in the months to come!



*Our new location at Umbrella Greensville*

