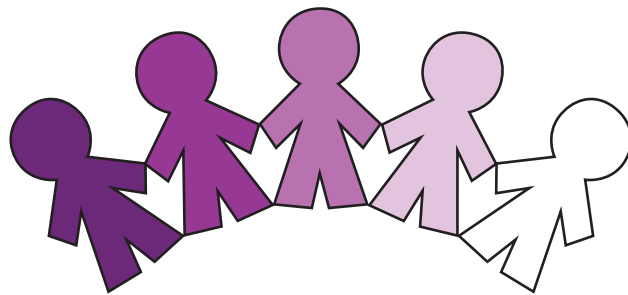


# 2021 Annual Report



## Umbrella Family and Child Centres of Hamilton

# 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.



Making mud pies on a rainy day!

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# Chairperson's Message

2021 proved to be another unprecedented year for Umbrella Family as it continued to be impacted by COVID-19. Service to families continued to be disrupted, but unlike 2020, Umbrella was able to keep open centre-based, all-day services. School-aged programs were closed when there were school closures after Christmas and following the March Break. Because of staffing issues and COVID 19 public health requirements, programs closed 15 minutes early on a temporary basis.

Parents continued to face challenges as care availability was reduced. However, communications to parents through Storypark proved very popular. Umbrella successfully opened new services at Shannen Koostachin and Greensville schools. Some other new sites were delayed.

This period was an exhausting and challenging time for staff who continued to provide exemplary service in trying conditions. The Board of Directors was pleased to be able to offer full employment. Twelve-month staff who had been working without a break were supported by staff on ten-month contracts. Some extra remuneration for our administrative team recognized the additional evening and weekend work informing parents of positive COVID-19 cases or possible closures of programs, and the juggling of staff to keep childcare programs open.

This was a productive year for the Board. It approved a compensation plan for staff in February. In May the Board underwent valuable Governance training with David Kunsch through McMaster University. It approved a budget in September for 2021-22. It also approved the terms of reference for the Recruitment Committee, and set up a new committee called Growth and Development with its own terms of reference. The Barns Management Group was approved for the Strategic Planning process in September 2021

for implementation in 2022.

The Governance Committee set up a work plan to improve the Board's policies and procedures, and to review the By-Laws, and set about clarifying the role of the Board and that of the Executive Director. New financial policies were clarified and approved. Thank you to Igor Rusic and Diana Furry for their hard work.

The Recruitment Committee also worked hard this year. Its new TOR brought together processes and paper work it had been developing for some time. It recommended Amanda Bettencourt as a new Board member in May. However, because of her new employment, Amanda was unable to provide the time required to serve on the Board and resigned shortly after. Thank you, Amanda, for being willing to serve on the Umbrella Board. The Recruitment Committee did a further recruitment drive, and recommended Sean Shahrokhnia and Jessie Gartshore as new members, who joined the Board in November. Welcome to Sean and Jessie. Thank you to the industrious members of the Recruitment Committee for their services: Diana Furry (chair), Ted Cambridge, Jeff Boyle and Helen Benoit. Diana also served as a hard working Vice-Chair of the Board.

The Finance Committee examined the financial reporting to the Board and recommended changes. It met with the auditors and went through the budget. With the continued CEWS and CEWRB grants, and support from the City, the Board's financial situation was healthy. Thank you to Igor Rusic (Chair) Farzana Reburiano, and Jeff Boyle.



*Children enjoying the outdoor playground at Umbrella Lawfield*

The new Growth and Development committee quickly set a busy schedule. Ontario was being slow to sign on to the Canada-Wide Early Learning and Childcare framework established by the Federal Government in their 2021 budget. The Committee supported the advocacy and policy interventions outlined in the Road Map to Universal Childcare developed by the Ontario Coalition for Better Child Care (OCBCC). It developed some childcare fact sheets and met with the City Children's Department. It contacted other not-for-profit childcare boards and set about forming a network to advocate for a public childcare system. Thank you to Helen Benoit (chair) and Ted Cambridge.

Special thanks to our partners, the City of Hamilton and the Hamilton-Wentworth District School Board who have supported us through this difficult time. Thank you also to our staff who continue to make us proud through their commitment and caring, under the energetic leadership of Darryl Hall.

Respectfully submitted,

**Judith Bishop**  
Chairperson



# Executive Director's Report

There are moments in time that bind someone to the organization they work with. These moments can grow gradually, or through significant actions or changes.

For me, this moment came as a result of how our organization has responded and continues to respond to the Covid pandemic. I continue to be amazed by the level of commitment to support children and families from our team through a very challenging time. This commitment runs through our entire organization from our Board of Directors, Administration, and our frontline staff and educators.

In the face of an on-going pandemic, and the national labour shortage of qualified educators, Umbrella was able to keep all of our full-day and before and after school programs open. We also opened 3 new locations (Shannen Koostachin, Greenville, and South Meadow). An amazing achievement and something that we should all be proud of.

We are grateful to our families and staff who have endured everchanging public health guidelines. We understand the impact this has had on everyone.

I have had the pleasure of visiting our locations and seeing the

tremendous amount of work our teams are doing to maintain a quality learning environment for our children. What I also see is a group of staff that support each other in remarkable ways. The health and wellness of our staff is vital to our success, and we will continue to support our staff as we move forward.

As I reflect over the last three years, I have never been more proud to work with an organization that lives its values every day.

We will use our values as our foundation as we enter 2022. The new Canada Wide Early Learning and Child Care plan (CWELCC) has been ratified and the Umbrella has "opted in" to the agreement. We are thrilled that quality, affordable, and non-profit child care will be more available to the families who need it.

We are working with our partners at the City of Hamilton and will have more to share about this soon.

Respectfully submitted,

**Darryl Hall**  
Executive Director



Our staff are our most important resource!





# 2021 Highlights

## PROGRAMS

### New Programs –

After lengthy construction delays, we opened full day programs for infants, toddlers and preschoolers at Shannen Koostachin in December of 2020. Greenville (toddler and preschool) and South Meadow (infant, toddler and preschool) followed in 2021.



**Outdoor Play** – As we were still dealing with COVID restrictions In 2021, we continued to value outdoor experiences in our programs. Children in many of our full day centres were supported to participate in the ‘farm to table’ process from planting the seeds all the way to harvesting vegetables and our cook’s using the vegetables in lunches or snacks. Our outdoor



playgrounds allowed educators to provide children with opportunities to engage in risk play, to challenge themselves physically, and to test their own limitations. Not only is this learning fundamental for physical development, but it is also foundational for social-emotional development.

**Program Equipment and Materials** – The City of Hamilton generously provided funding that was used to purchase items such as tables, chairs, bookshelves, drying racks, and dramatic play kitchen furniture for some of our older locations and new toys, games and other materials for our before and after school programs. This funding also supported the purchase one tablet for each group in every location to capture observations and document the children’s learning with Storypark. (117 tablets total!)

**Summer Camp** – We were able to offer summer camp programs at 11 of our 14 full day locations in 2021. Although we could not take the children on field trips or invite outside guests into programs, educators were still able to offer a variety of engaging experiences.

### Orange Shirt Day –

In partnership with Niwasa Kendaaswin Teg and ASCY, the City of Hamilton provided us with orange t-shirts for all children and staff, books for every classroom, and a toolkit for our educators. We recognized Orange Shirt Day in all of our programs and offered a variety of experiences for children to engage in learning about Canada’s Indigenous history and Indigenous culture today. We continue to look for ways to embed this learning into our daily work with children and families and recognize that this learning needs to be a continuous journey towards reconciliation.



We use  
**Storypark**

**Storypark** – By year-end, all of Umbrella’s full day and before and after school programs were using Storypark

to engage in conversations with individual families or with whole groups of families (such as a class group) and the entire centre. Programs have various options to either share stories or messages as well as report on children’s daily routines such as toileting, sleeping and eating. Educators share stories about the children’s play-based learning and engagement and are able to share photos, videos and text to give details about the learning they are sharing. Families are able to comment on the stories shared and are even able to create their own stories and share back with educators.

### Feedback from our families engaging with Storypark:

*“Thanks for initiating this platform, we loved all the photos and how engaging your programs are.”*

*“I’m so happy to see that (child’s name) enjoys the food at child care and I love seeing when she has had extra servings! Food is definitely the way to her heart!”*

*“I LOVE this story! What a great way to share fun times with friends at Umbrella. Wonderful memories :) Thanks for sharing with Storypark!”*



# 2021 Highlights

## DEPARTMENTS

**Human Resources** – Policies and Procedures were developed relevant to our Admin and Non-Unionized workforce. These policies align with Umbrella's mission, vision and core values while providing structure and consistent processes and procedures as they relate to Human Resources. Our HR department developed and implemented a health and wellness program in response to the pandemic and to ensure staff feel supported. They also developed an onboarding program and a lending program to allow staff to enroll in an Early Childhood Apprenticeship program without having the burden of having to pay for the courses up front.

**Marketing** – A formalized Marketing and Communications Plan was developed to include quarterly

newsletters for both staff and families, regular posts on our social media channels to share the experiences of children in our centres and regular blog posts to provide engaging and informative content on our website.

**Finance** – Financial Policies and Procedures developed by the organization established a set of guidelines and controls by which Umbrella operates in regards to financial transactions, both internally and externally. The six primary areas covered by our Financial Policies & Procedures include: i) Accounting Procedures ii) Internal Controls iii) Financial Planning iv) Revenue and Accounts Receivable v) Expenses, Payroll and Accounts Payable and vi) Asset Management. The objective is to

ensure that formal policies and procedures are in place at all levels within the organization to ensure adequate safeguards exist to properly authorize, account for and maintain the organizations financial transactions, reporting and custodianship.



## PROFESSIONAL DEVELOPMENT

We established opportunities for staff to engage in How Does Learning Happen? overview sessions as well as Tools for Life. Topics were offered once a month to ensure that all staff were able to attend. We have built this into our Onboarding program for all new staff, encouraging them to engage in this learning within the first three months of working with Umbrella. All of Umbrella staff were invited to participate in these sessions if they wanted to refresh their learning, connect with colleagues, or share their own teaching and learning experiences.

The Human Resource Department and the Program Excellence Department offered monthly professional learning designed to support leadership growth. PD topics were based upon either the interests arising from Supervisors and Program Leaders requests or areas identified as needing support. Paralleling our practice to that of the classrooms, delivery of sessions was based upon the interests and needs of the participants.



# 2021 Administrative Team

## BOARD OF DIRECTORS

Helen Benoit  
Judith Bishop (Chair)  
Jeffrey Boyle  
Ted Cambridge  
Diana Furry  
Jessie Gatshore  
Farzana Reburiano  
Igor Rusic  
Sean Shahroknia

## EXECUTIVE DIRECTOR

Darryl Hall

## PROGRAM

### SUPERVISORS

Nooreen Alli  
Ashlie Boich  
Breann Domjancic  
Krista Genesiee  
Julie Kott  
Connie Laccheo  
Rebecca MacIsaac  
Breia Merla  
Brenda Parker  
Nicki Risdon  
Linda Somma  
Tracy Sparkes  
Julie Wiltshire  
Tracy Sparkes

## INCLUSION SUPERVISOR

Mateja Mihelcic (interim)

## ADMINISTRATIVE TEAM

Program Managers:  
Sheila Greenland  
Shawna Webster

Controller:  
Michael Parente

Director of Operations:  
Courtney Robertson

Human Resources Manager:  
Vanessa Rottaris

Human Resources Generalist:  
Belinda Mattina

Marketing & Communications:  
Christina Birch

Manager of Program Excellence:  
Andrea Topic

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 2016)

Christina Birch	Michael Murray
Tina Dhaoui	James O'Connor
Ashley Franko	Yvonne Rose
Kristofor Jaschek	Michael Williams
Taiba Kouser	Victora Tadros
Carol Ann Mingo	

### 10 YEARS (hired in 2011)

Lisa Corine

### 15 YEARS (hired in 2006)

Sandra Davidson  
Breia Merla  
Rebecca Vollick

### 20 YEARS (hired in 2001)

Julie Kott

### 30 YEARS (hired in 1991)

Sheila Greenland  
Brenda Parker

## CUPE Local 3491

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





# Statement of Operations

**For the year ended December 31, 2021**

**2021**

**2020**

## REVENUE

Childcare fees	2,689,158	2,406,478
Subsidy – childcare fees	3,053,597	3,504,338
Subsidy – wages	1,694,552	848,867
Grant revenue	495,559	280,466
Other revenue	4,089,997	3,313,763
<b>Total</b>	<b>\$12,022,863</b>	<b>\$10,353,912</b>

## EXPENSES

Salaries, wages and benefits	10,271,657	8,201,875
Program Operations	1,663,615	1,143,261
Amortization of Capital Assets	96,033	93,560
<b>Total</b>	<b>\$12,031,305</b>	<b>\$9,438,696</b>

<b>Excess (deficiency) of revenue over expenses before Special Projects</b>	<b>(8,442)</b>	<b>915,216</b>
Special Project Expenses	--	--
<b>Excess (deficiency) of revenue over expenses for the year</b>	<b>(\$8,442)</b>	<b>\$915,216</b>





# 2021 Locations & Programs

LOCATION	2021 PROGRAMS
<b>Ancaster Meadow</b>	Toddler, Preschool, Before & After School
<b>Balaclava</b>	Before & After School
<b>Bellmoore</b>	Before & After School. Infant, Toddler and Preschool Programs Opened in early 2022
<b>Cathy Wever</b>	Toddler, Preschool, Before & After School
<b>Dundana</b>	Before & After School
<b>Dundas Central</b>	Before & After School
<b>Eastdale</b>	Before & After School
<b>Elizabeth Bagshaw</b>	Before & After School - Closed in June 2021
<b>Gatestone</b>	Toddler, Preschool, Before & After School
<b>Glen Echo</b>	Before & After School
<b>Gordon Price</b>	Before & After School
<b>Greensville</b>	Toddler, Preschool, Before & After School
<b>Helen Detwiler</b>	Before & After School
<b>Hillcrest</b>	Toddler, Preschool, Before & After School
<b>James MacDonald</b>	Before & After School

LOCATION	2021 PROGRAMS
<b>Lawfield</b>	Toddler, Preschool, Before & After School
<b>Lincoln Alexander</b>	Toddler, Preschool, Before & After School
<b>Michaelle Jean</b>	Before & After School
<b>Mount Hope</b>	Before & After School
<b>Mountview</b>	Before & After School
<b>Queensdale</b>	Before & After School
<b>Ray Lewis</b>	Toddler, Preschool, Before & After School
<b>Rosedale</b>	Before & After School
<b>Shannen Koostachin</b>	Infant, Toddler, Preschool, Before & After School
<b>South Meadow</b>	Infant, Toddler, Preschool, Before & After School
<b>Sir Isaac Brock</b>	Before & After School - Closed in June 2021
<b>Sir Wilfrid Laurier</b>	Toddler, Preschool, Before & After School
<b>Templemead</b>	Toddler, Preschool, Before & After School
<b>Viola Desmond</b>	Infant, Toddler, Preschool, Before & After School Programs Opened in early 2022
<b>Winona</b>	Before & After School

## Looking Ahead

In 2022 Umbrella completed a Strategic Planning process as an essential part of our responsibility as a non-profit organization.

As part of our process, we collaborated with partners locally, regionally, and provincially. Staff across our organization from every site, and most importantly, children and families shared their thoughts on what is most important to them.

Overall, more than 400 individuals contributed to the development of our new strategic plan. Our newly approved plan will act as our lighthouse for the next 3-years and we look forward to sharing more about it in the coming days.

The new Canada Wide Early Learning and Child Care plan (CWELCC) will provide new opportunities in 2022 to provide quality, affordable, non-profit child care to the families. We look forward to providing more information in coming weeks.

