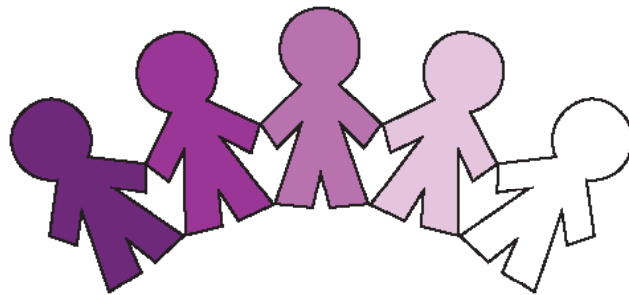


2022 Annual Report



Umbrella Family and Child Centres of Hamilton Focusing on the Future

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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.



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Chairperson's Message

In 2022 it was a relief to turn towards planning for the future after two years of COVID 19. There was still an unexpected closure of our before- and after- school programs in January for two weeks, but this proved to be the last time we had to deal with the closure of programs because of Public-Health requirements. We were pleased that we were able to keep all staff on our pay roll during this period. But after this, we had a busy year catching up with all that had been waiting to be done.

Our new strategic directions took up much of our time in the first part of the year, with three board management meetings and two half- day sessions with the consultants we had hired for the process. The final Strategic Directions were approved in June. The following part of the year was dominated by discussions regarding the new Canada-Wide Early Learning and Child Care (CWELCC) initiative, a direction long awaited to develop a quality, affordable, accessible and inclusive child care system. In August the Board agreed to formally request to join the initiative, and discussion continued about the implications for Umbrella as more information became available about this new venture.

Governance policies continued to be developed. In September, a revised By-Law and Letters Patent were approved by the Board. Approval was given to Management Succession Planning, Crisis Communication, and Risk Management policies, and to revised terms of reference for the Growth and Development Committee, now called Advocacy and Community, and an ad hoc Mergers and Acquisitions committee. By December 2022 a Board handbook of policies was nearing completion.

The Board continued to place more emphasis on child- care advocacy. Members of the Advocacy and Community Committee continued to work with other Board members from

Hamilton not-for-profit child care agencies, providing a survey to all candidates in the federal election related to the new CWELCC agreement, whose results were distributed.

This Board activity resulted in more meetings than perhaps the Board had ever had before. Hard-working Board members also served diligently on the Recruitment, Finance, Advocacy and Community and Governance Committees. Thank you to Diana Furry, Helen Benoit and Igor Rusic who chaired the committees.

We were pleased to welcome Maggie Irving and Katherine Sahai to our Board, and sad to see the resignations of Sean Shahrokhnia and Farzana Reburiano. Farzana had long given us service on the Finance Committee.

This Annual General meeting is the last meeting for some very long- serving members. Ted Cambridge has provided the Board with sage advice for 20 years. Diana Furry has served for nearly as long, and for many of those years was an effective vice chair, always available in an emergency. A very active member, she helped formalize recruitment procedures, leaving a strong process for us to use in the future. Igor Rusic has provided us with financial and governance expertise, and his influence can be seen in many of the Board's policies and procedures. Helen used her strong community contacts and experience to lead the Advocacy and Community Committee with energy. Their work on the Board is very much appreciated and will be greatly missed.

This is my last Chair's report. To be the chair of such an outstanding organization as the Umbrella Family



and Child Centres is an honour. I have been able to watch how well Umbrella has grown and, in the process, adopted new appropriate structures; I have enjoyed getting to know and appreciate dedicated board members and committed staff; and I have learnt a great deal along the way. How proud I am of what Umbrella stands for!

Thank you to our partners, the Hamilton-Wentworth District School Board, and especially the City of Hamilton, who have continued to support us.

Our wonderful staff make this organisation what it is. Thank you to you all. You continue to make us proud through your commitment and caring for thriving children, under the energetic leadership of the able administrative team led by Darryl Hall.

Respectfully submitted,

Judith Bishop
Chairperson



Chief Executive Officer's Report

2022 was a year of transition at the Umbrella. We slowly moved away from the grips of the Covid-19 pandemic and into a more “normal” world. Our organization started to shift from crisis management to purposeful planning.

In June of 2022, our Board of Directors finalized our 3-year Strategic Plan. We are grateful to have heard from over 400 stakeholders, answering the question “what is important to you?”. With help from the answers, our new priorities will guide our decision making with actionable objectives.

This year's Annual Report is titled “Focusing on the Future”. The future looks bright under the Umbrella.

The Umbrella was one of the earliest operators to “opt-into” the Canada Wide Early Learning and Child Care Agreement (CWELCC).

The agreement commits to building 86,000 new spaces in Ontario, while reducing fees for parents and

promising improved pay and conditions for educators. The system will reduce the average cost of child care to an average of \$10 a day on average by 2026 for children under the age of 6.

This news is amazing for families, but it comes with challenges. The long-standing workforce shortages in licensed childcare, made worse by the Covid-19 pandemic continued to impact all areas of our sector and organization.

Parents depend on reliable child care. Operators are struggling to keep programs open, let alone expand to meet growing waitlists. Our amazing team of frontline educators, Program Leaders, Supervisors, and Management have continued to provide the highest quality care in challenging times, and I am grateful for their on-going dedication.

Darryl Hall
Chief Executive Officer



2022 Highlights

PROGRAMS

Welcoming Families –

The lifting of restrictions in 2022 allowed us to create a stronger sense of engagement from families. We were able to offer tours and welcome visits for new families, welcome back our existing families into the centre for drop-offs and pick-ups, and have family celebrations that truly connect us with one another. Being able to connect more in person, has led to a broader sense of engagement from our families, both in person, and through our communication app (Story Park).



Outdoor Play –

Increasing the children's connection to nature was something we focused on in 2022. The use of 'muddy buddies' has allowed our programs to explore the outdoors regardless of weather. It also promotes equity, as rain gear can be expensive.

This ensures all children have the opportunity to explore nature without having to purchase additional gear. We are proud we were able to remove this barrier for families.

Playground Funding – We received funding from the City of Hamilton in 2022 to support the expansion of our natural playgrounds. The playground funding allowed us to expand our outdoor pedagogy, and make the most of our opportunities for learning outdoors. We have always valued outdoor learning at Umbrella and are so thankful that the community was in alignment with this, and provided this opportunity. We know that a connection to nature in the early years supports motor skills, executive function, self-regulation, and allows for a deeper focus when it's time for indoor play and learning. We hope that by supporting high quality outdoor learning environments, we are shaping the next generation to love the outdoors and truly value and appreciate the natural world.

Summer Camp – We were able to offer summer camp programs at 12 of our 14 full day locations in 2022.

We were extremely happy to be able to go on trips during Summer Camp. Children and educators visited: Safari Niagara, Wild Water Works, Happy Rolph's, Bingemans and Heritage Green.



New Team Member –

In 2022, we strengthened our commitment to Diversity, Equity, and Inclusion through the creation of a new role within the organization. Our Diversity, Equity, and Inclusion Specialist has played an important role in supporting belonging throughout the organization. This new role has supported our programs at the site level, offering expert guidance in the areas of environments, classroom inclusion, and cultural awareness. Furthermore, this role has been crucial in supporting Umbrella more broadly to be a more equitable and inclusive organization through a detailed operational policy and procedure review, HR support, and a training needs assessment.

An important part of our commitment to Diversity, Equity, and Inclusion was for our organization to learn more about our staff, families, children, leadership team, and board members. We conducted a number of internal surveys to support a broader understanding of the people who work within our organization, as well as the children and families we serve. As a result of these surveys and the information shared, we are better able to meet the needs of our staff, children and families. The Diversity, Equity, and Inclusion Specialist has helped us cultivate an inclusive community; create welcoming learning environments and social spaces for all children and staff; ensuring equitable and inclusive policies, processes, curriculum/pedagogy, and events; and supported marketing efforts.

Focused on the Future – Hearing from our educators and front-line staff has been essential in informing our view of quality child care at Umbrella. We have created and launched a Quality Committee who meets regularly to discuss what quality means for Umbrella, how we implement this in our programs, and what supports our programs need to help us get there. Our committee is comprised of educators from both our full day and school-age programs, kitchen staff, program leaders, as well as management. Results of this committee are shared across the organization so there is a common understanding and application.



2022 Highlights

DEPARTMENTS

Human Resources – 2022 was a year of supporting the transition to a post-pandemic environment, which included adjusting our staffing to pre-pandemic levels, revising public health measures put in place during COVID-19 and re-opening a number of groups closed during COVID-19. As a result, a large focus was on updating our recruitment strategy to support an increase in the vacancy rates within the organization. This included, increasing our presence at local in person job fairs, re-building connections with the ECE program at Mohawk College as well as creating new connections with the ECE programs at other local colleges and presenting to the Child and Youth Worker program at Mohawk College, to build an awareness of the ECE profession.

Marketing – In addition to supporting both internal and external communications, the Marketing department re-designed and launched a brand-new website in the Fall of 2022. The additional features of the new website, include, an updated employee portal, an intuitive search function supporting all 27 locations, updated content on all pages including FAQ, About Us, as well as individual centre profiles.



Finance – As the organization signed onto the new Canada Wide Early Learning and Child Care Agreement (CWELCC), the Finance teams primary focus was to understand and operationalize the new funding model for the organization. This was a large undertaking as the new model has significantly changed the way the organization is funded and in turn, had a large impact on the childcare sector. As a result, the Finance team was required to update our systems to track new reporting requirements, updating fee schedules and childcare rates as well as processing rebates to families. Additionally, the finance team was also instrumental in overseeing the financial impacts as we transitioned to a post-pandemic environment and responded to the impacts this had on our financial performance. We exist to properly authorize, account for and maintain the organizations financial transactions, reporting and custodianship.

TOOLS FOR LIFE/SELF REGULATION

The wonderful thing about having multiple locations that support children from infancy to the age of 12, is that we are blessed with the ability to support self-regulation strategies into the children's every day learning at a very young age. In our full day child care locations, educators are offering children multiple opportunities to learn about emotions; both their own and that of others. This offering looks different for all ages. For our infants, this may start with photo images of emotions and mirrors for self reflection. Educators create a sense of belonging and well-being so strong, that the children feel secure and have someone to navigate their feelings with them.



As the children get older, educators are engaging them in this important developmental work through stories and photos in classroom and through various materials such as; mirrors, loose parts, play dough, and art materials. Educators are inviting children to focus on their own facial expressions, gestures, and body sensations that the children feel as they are experiencing different emotions. They are labelling such emotions and feelings and helping the children to deepen their understanding of emotions and supporting them to respond in appropriate ways. All of our programs are committed to creating unique cozy spaces where the children retreat to away from others, that fosters a sense of calm. These spaces include different items that support the variety of needs such as; comfortable materials (pillows, mats), visually calming objects (sensory bottles), manipulative objects etc.,. Our Before and After School Programs also incorporated incredibly creative ways of bringing these concepts alive. Much of this work gets done in collaboration with, and often led by the children. Many enjoy sensory materials, so educators often provide materials and opportunities to make their own soothing objects such as slime, goop, stress balls, and calming jars. These are communicated and celebrated by sharing photos and stories with families through Storypark. This helps the families to understand strategies that support self-regulation and self awareness and that their children feel a sense of support towards their emotional well-being. We continue to encourage all programs and educators to adapt tools and materials and deliver the contents to best fit the children and educators in each classroom, as well as connecting the learning to the pedagogy regardless of age. Educators are supported in their knowledge and competence in 'Tools For Life' through training and monthly drop-in educational sessions provided by Umbrella.



2023 Administrative Team

BOARD OF DIRECTORS

Helen Benoit
Judith Bishop (Chair)
Jeffrey Boyle
Ted Cambridge
Diana Furry
Jessie Gartshore
Maggie Irving
Igor Rusic
Katherine Sahai

CHIEF EXECUTIVE OFFICER

Darryl Hall

PROGRAM SUPERVISORS

Nooreen Alli
Cassandra Ballantyne
Ashlie Boich
Jessica Boshier
Ashley Franko
Krista Genesiee
Julie Kott
Connie Laccheo
Breia Merla
Racheal Mujaranji
Brenda Parker
Nicki Risdon
Linda Somma

ADMINISTRATIVE TEAM

Director of Child Care Programs:
Shawna Webster

Director of Operations:
Courtney Robertson

Program Managers:
Sheila Greenland
Breann Domjancic

Manager of Program Excellence:
Jennifer Allen

Senior Manager of Finance:
Lori Finelli

Marketing & Communications
Specialist:
Andrea McDonald

Equity, Diversity & Inclusion Specialist:
Nabil Shaukat

Ministry & Licensing Specialist:
Ashley Codispodi

Human Resources Generalist:
Belinda Mattina

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 the following team members:

5 YEARS (hired in 2017)

Sarah Anger	Rachel Razem
Julianna Pocsai	Janet Wilson
Carly Ruddy	Clarissa Sciortino
Laura Khalani	Danielle Johnstone
Ashley Williams	Mary Jane Sorima
Belinda Mattina	Kathryn Jackson
Beth Atkinson	Hala Zetouni
Ban Esho	Heather Reece
Tara Pedder	

10 YEARS (hired in 2012)

Terry Townsend	Sakeena Sultana
Jessica Hughes	Samantha Ferreira
Dana Burke	

15 YEARS (hired in 2007)

Ashlie Boich	Eleanor Gower
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CUPE Local 3491

President:	Missy Ashley
Vice President:	Sharon Ricketts
Secretary/Treasurer:	Rita Santini



Statement of Operations

For the year ended December 31, 2022

2022

2021

REVENUE

Childcare fees	5,070,324	2,689,158
Subsidy – childcare fees	4,941,607	3,053,597
Subsidy – wages	2,344,200	1,694,552
Grant revenue	483,559	495,559
Other revenue	82,824	4,089,997
Total	\$12,922,514	\$12,022,863

EXPENSES

Salaries, wages and benefits	11,768,081	10,271,657
Program Operations	1,928,179	1,663,615
Amortization of Capital Assets	93,389	96,033
Total	13,789,649	\$12,031,305

Excess (deficiency) of revenue over expenses before Special Projects	(867,135)	(8,442)
Special Project Expenses	--	--
Excess (deficiency) of revenue over expenses for the year	(867,135)	(\$8,442)



2022 Locations & Programs

LOCATION	2022 PROGRAMS
Ancaster Meadow	Toddler, Preschool, Before & After School
Balaclava	Before & After School
Bellmoore	Infant, Toddler, Preschool Before & After School
Cathy Wever	Toddler, Preschool, Before & After School
Dundana	Before & After School
Dundas Central	Before & After School
Eastdale	Before & After School
Gatestone	Toddler, Preschool, Before & After School
Gordon Price	Before & After School
Greensville	Toddler, Preschool, Before & After School
Helen Detwiler	Before & After School
Hillcrest	Toddler, Preschool, Before & After School
James MacDonald	Before & After School
Lawfield	Toddler, Preschool, Before & After School
Lincoln Alexander	Toddler, Preschool, Before & After School

LOCATION	2022 PROGRAMS
Michaëlle Jean	Before & After School
Mount Hope	Before & After School
Mountview	Before & After School
Queensdale	Before & After School
Ray Lewis	Toddler, Preschool, Before & After School
Rosedale	Before & After School
Shannen Koostachin	Infant, Toddler, Preschool, Before & After School
Sir Wilfrid Laurier	Toddler, Preschool, Before & After School
South Meadow	Infant, Toddler, Preschool, Before & After School
Templemead	Toddler, Preschool, Before & After School
Viola Desmond	Infant, Toddler, Preschool, Before & After School
Winona	Before & After School

LAND ACKNOWLEDGEMENT:

The City of Hamilton is situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas. This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation.

Today, the City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.



Focusing on the Future

I am thrilled to announce our new Vision, Mission, and Values. These new guiding principles were developed with over 120 stakeholders including staff, families, and community partners and will be the foundation or “lighthouse” as we move forward. They are more than words on paper, and will be a living representation of our collective commitment to quality child care.

Vision:

Responsive, accessible, and inclusive child care for all

Mission:

Excellence in early learning and child care

Values:

Collaboration is the key: Success is rooted in our partnerships with our team, children, families, and community partners.

Equity and Belonging always: Children and families are at the center of everything we do, and we celebrate their strengths with respect, passion and purpose.

Excellence begins with us: Investing in our team, promoting innovation, and nurturing quality improvement is what sets us apart.

Respect and integrity are essential: We will act with uncompromising honesty and integrity in everything we do.

Trusting relationships connect us: We will create and build trusting relationships with our team, children, families and communities.

- Darryl Hall, Chief Executive Officer

