

A photograph of a woman with blonde hair tied up, wearing sunglasses on her head, hugging a young child with blonde hair from behind. The woman is wearing a blue and white striped shirt, and the child is wearing an orange t-shirt. The background is slightly blurred, showing what appears to be a whiteboard or a wall with a grid pattern.

# Today's Family

Early Learning and Child Care



35th Annual Report  
September 2017

**Today's Family  
is embracing  
the Future!**

# Embracing the Future

## The 2017 report from the Board Chair and CEO

For Today's Family, the year 2016-17 has been one of new opportunities and future-focused planning

Across Canada, in every province and territory, child care is emerging as an important political, social, economic and public issue. Nationally, we are excited to share that the Federal Government released the *Multilateral Framework on Early Learning and Child Care* on June 12, 2017 and announced bilateral funding agreements between the federal government and each province. The framework emphasizes the importance of supporting parents, families and communities in their efforts to ensure the best possible future for their children.

Ontario was the first province to sign the agreement in June. We are hopeful that all provinces will shortly follow suit. At the same time, work has begun on the development of a separate framework for Indigenous early childhood education and child care.

**Provincially, Ontario has announced** an ambitious five-year plan to double the number of licensed child care spaces for 0-4 year olds, supported by a workforce and an affordability strategy. Ontario's *Renewed Early Years and Child Care Policy Framework* was also released this spring. The policy framework builds on momentum that has started in Ontario and it speaks to the Ontario's vision for Early Years and Child Care. It has seven key areas of action:

1. Increasing access to early years and child care programs and services
2. Ensuring a more affordable early years and child care system
3. Establishing an early years workforce strategy
4. Determining a provincial definition of quality in the early years
5. Developing an approach to promoting inclusion in early years and child care settings
6. Creating an outcomes and measurement strategy
7. Increasing public awareness of Ontario's early years and child care system

Locally, our municipal partners – The City of Hamilton, Halton Region and the County of Haldimand-Norfolk – as the child care systems' managers, are launching their implementation plans for early years' services. Working with all three levels of government, Today's Family's vision is aligned and focused. We are ready to help.

This year, Today's Family Senior Management Team finalized a three-year business plan that will take us into

2020. MNP business strategy coach, Carm Criminisi worked closely with the operational team and together established five priorities:

- Succession Planning – providing opportunity and effective leadership
- Capitalizing on Opportunities in our communities
- Our Creativity and Passion for Excellence will be the foundation of our future success
- A renewed focus on our Culture and Values
- Investing in our most important asset – Our people

The business plan was presented to Today's Family Board of Directors to help inform the strategic planning, which will be taking place in 2018.

To facilitate this strategic planning session, the Board of Today's Family has engaged the services of Tng Consulting. Tng provides consulting and support services to boards and senior decision makers in the area of governance, leadership and strategic planning.

The Board will also be welcoming new board members in the coming months and saying goodbye to old friends.

**We would like to thank Lori Isсенman** for her three year tenure on the board. We thank Lori for her guidance, leadership and dedication to Today's Family and our mission of serving children and families. We are acknowledging Lori because her tenure on the Board has come to an end, and we wish her well. We will miss her.

Today's Family is embracing the future! We cannot do this without our staff and providers. Last, but not least, the Board wishes to thank our staff and providers for the wonderful work they do for children and families each day.

The Board is very much looking forward to engaging Today's Family stakeholders, our families and our staff. Today's Family is embracing the future!

  
Jane Gooding  
Chair of the Board of Directors



Marni Flaherty  
Chief Executive Officer



## Year in Review

Over the past year, we...

Opened C.B. Stirling Before and After School Program in Hamilton

Opened Tiffany Hills Early Learning and Child Care Centre and Before and After School Program in Ancaster

Have employed over 200 staff

Have 95 homes providing flexible home child care options for families in the communities we serve

Have employed 45 youth as part of the Canada Summer Jobs initiative

Invested in a Human Resources department to support our staff

Provided early learning and child care services to more than 5,000 children

Have a new commitment from the federal government to support early learning and child care

Have a new commitment from the provincial government to support licensed home child care through base funding



## Financials

Year ended March 31, 2017

**Today's Family – Caring For Your Child**

### Total Revenue of \$12,307,008

#### Sources:

● A	Subsidized Child Care Fees	\$ 3,959,514	32%
● B	Child Care Fees	4,197,490	34%
● C	City of Hamilton	2,282,335	19%
● D	Halton Region	280,810	2%
● E	Norfolk County	197,286	2%
● F	Ministry of Education	1,040,665	8%
● G	All Other	264,757	2%
● H	Outreach Services	84,151	1%
<b>Total Sources</b>		<b>\$ 12,307,008</b>	<b>100%</b>

#### Uses:

● A	Salaries and Benefits	\$ 6,386,919	52%
● B	Home Child Care Providers	2,248,731	18%
● C	Program Costs	1,567,862	13%
● D	Administrative Costs	1,542,171	13%
● E	Amortization of Assets	258,760	2%
● F	Surplus	302,565	2%
<b>Total Uses</b>		<b>\$ 12,307,008</b>	<b>100%</b>

Copies of financial statements audited by Pettinelli, Mastroluisi LLP, Chartered Accountants are available through the Business Office of Today's Family.

#### Work and Family Connections

The Organization, which provides consultation in connection with family dependent care needs, was inactive throughout the year.

Today's Family  
Early Learning and Child Care



### Today's Family Early Learning and Child Care

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