

Today's Family

Early Learning and Child Care



37th Annual Report
September 2019



**Working together to enrich today's families,
we want what's best for children.**

Focusing on what matters

The 2018-19 report from the Board Chair and CEO

A report to the community from Board Chair Nancy Korstanje and Chief Executive Officer Marni Flaherty on behalf of Today's Family Early Learning and Child Care

Internal and External

That has been the theme driving changes at Today's Family in 2018-19: Inside and Outside. We believe that as an organization we must innovate and develop internally in order to function at the highest levels externally – in the community. This year, the staff and leadership of Today's Family have worked diligently and strategically to continue to move the organization forward as we grow and serve more families. We have done this on several fronts simultaneously: People, Systems and Finance.

A Focus on People

In order to attract and retain the very best staff, we need to ensure we offer the best opportunities for growth, fair compensation, solid leadership, and career satisfaction. We have a great team; we want it to be greater still. To achieve our goals we will continue on our current path of building our Human Resources management processes and policies. We offer flexible work arrangements and provide valuable professional development for all of our people.

- Today's Family continues to work with consulting firm **tng** to support the sustainability and stability of the board and senior leadership team. We continue to improve our governance through the introduction of a Governance Committee of the Board. We have also modernized bylaws and enhanced policy and procedure functions at the board and senior leadership levels.
- We have engaged human resources consultants Yellow Boots to work with our Senior Management and Human Resources department to develop a plan that aligns the work we are doing with our operational management team from a values-based and leadership-based perspective.
- Today's Family is also working with the Scotland-based Social Enterprise Academy to enhance and develop leadership skills across the organization. Our aim is to develop leadership skills across every level of Today's Family, empowering staff and creating spaces and opportunities for everyone to grow and develop.

A Focus on Systems

We are modernizing technology across the organization to enable efficiencies by:

- Improvements in Human Resources including the full utilization of technology managing documents and data.
- Continuing development of researched Electronic Data Management Systems (EDM) to find the best fit for data collection, storage and predictive use. We have signed a multi-phased agreement with Ricoh to manage and utilize our data.
- The Family Fridge App (the app used to communicate with families in our programs) is under redevelopment, while still in daily use. The update will include the research,

branding, discovery, creating manuals, updating software to keep the Fridge App, which has been in use for five years, relevant and user-friendly for the future.

- Streamlining our billing process through improvements in our accounting software and increased staffing of our Accounting Team.

A Focus on Finance

We are ensuring long-term financial growth and sustainability via the establishment of a Finance Committee of the board. The Committee will:

- Review compliance processes
- Implement risk management reporting such as the CEO Certificate of Compliance report
- Reviewing financial reports to ensure they are complete and transparent

A Focus on Stakeholders

At Today's Family we have always believed *"We are better together."* In light of that, we are:

- Developing new community engagement strategies to nurture our strong, existing stakeholder relationships
- Expanding opportunities to collaborate/partner and build relationships with new stakeholders.

A Focus on Children and Families

Our vision is that every child should experience the joy of learning through play. We achieve this by enhancing and enriching families. We want what is best for children. This year we are pleased to report that we expanded services to children and families across all three municipalities in which we operate.

Finally, none of this would be possible without the hard work of all the people at Today's Family. We would like to pay special tribute to our outgoing board members. Thank you to **Kendra Coats** and **Tammy Morasse Hemming** for their long and diligent service on the board. We would also like to give a special thank you to **Sandy Wilson** for her service as Board Chair.

By working inside and outside and by working together – staff, management and board members – we are building an organization that continues to serve children and families in our community.



Nancy Korstanje
Chair of the Board of Directors



Marni Flaherty
Chief Executive Officer



Together, we're stronger

Today's Family would not be able to offer our clients the services and resources we do without strong, longstanding relationships with organizations throughout Hamilton, Halton and Haldimand-Norfolk as well as across Canada. Since our birth in 1982, we have been forging those links which only grow stronger each year.

Affiliated Services for Children & Youth
 Association for Early Childhood Educators, Ontario
 Bike for Mike
 Brant Haldimand Norfolk Catholic District School Board
 Bronte Creek Provincial Park
 Burlington Association for Community Living
 Canadian Association of Family Resource Programs
 Canadian Child Care Federation
 Carlisle Church
 Catholic Children's Aid Society of Hamilton
 Centre3 for Print and Media Arts
 Centre de Santé Communautaire
 Children's Aid Society of Hamilton
 Church of Ascension
 City of Hamilton
 City of Hamilton Culture and Recreation Department
 Community Living Hamilton
 Community Living Burlington
 Culture for Kids in the Arts
 Early Childhood Integration Support Services
 EarlyON Hamilton
 Family Day Care Services
 Fortino's, Mall Road
 Grand Erie District School Board
 Halton District School Board
 Halton Region
 Hamilton Centre for Civic Inclusion
 Hamilton Community Foundation
 Hamilton Conservatory for the Arts
 Hamilton District Chamber of Commerce
 Hamilton Public Library
 Hamilton Roundtable for Poverty Reduction

Hamilton-Wentworth Catholic Child Care Centres Inc.
 Hamilton-Wentworth Catholic District School Board
 Hamilton-Wentworth District School Board
 Haldimand-Norfolk REACH
 Haldimand & Norfolk Social Services
 Halton Region Children's Services
 The Halton Resource Connection
 High Five – Quality at Play
 Home Child Care Association of Ontario
 Kiwanis Boys & Girls Clubs of Hamilton
 Knox Church
 Learning Enrichment Foundation
 Lynden Church
 Marshall Memorial Church
 Milton Community Resource Centre
 Mohawk College
 Ontario Nonprofit Network
 Parks & Recreation Ontario
 Preschool Integration Services Region of Halton
 Quality Early Learning Network
 Regional Municipality of Haldimand Norfolk
 Reach Out Centre For Kids
 Sheridan College
 Social Planning and Research Council of Hamilton
 St. Matthew's House
 St. Paul's Church
 Umbrella Child and Family Centres
 Waterdown District Children's Centre
 Wesley Urban Ministries
 YMCA of Hamilton / Burlington / Brantford
 YWCA Hamilton

Our Board

Nancy Korstanje Board Chair
 Jeff Vallentin Vice Chair
 Tracy Akitt Director
 Teresa Bendo Director
 Kendra Coats (Past Director)
 Don Jaffray Director
 Tammy Morasse Hemming (Past Director)
 Andrew Welland Director
 Sandra Wilson (Past Chair)

Our Leadership Team

Marni Flaherty Chief Executive Officer
 Brenda Ferguson Chief Operating Officer
 Leah Barclay Director of Operations
 Maureen Hall Director of Human Resources (Retired)
 Alex Webb Director of Accounting
 Brian Petersen Controller

Associate Directors: Kristina Bock, Rosanne Cascella,
 Krista Farley, Brooke Hyatt, Bernadette Noon

2018-19 Highlights

Over the past year, we...

Opened Haldimand and Norfolk Licensed Home Child Care

Opened Port Dover EarlyON program

Opened Franklin Road Camp program

Opened CB Stirling EarlyON program

Opened Huntington Park EarlyON program

Provided 57 jobs for youth in the communities we serve

Provided our operational management team the opportunity to participate in Leadership education with the Social Enterprise Academy

Celebrated as 32 members of our operational management team received their Award in Leadership via the Social Enterprise Academy

Provided over 2,100 placement hours to Early Childhood Education students in our programs

Provided over 4,800 placement hours to secondary school students in our programs

Received over \$220,000 in funding from Canada Summer Jobs to employ youth in our programs

Employed more than 250 staff

Managed more than 120 homes providing flexible home child care in the communities we serve

Re-imagined our senior leadership team

Developed our board strategic plan to envision the future of Today's Family

Modernized systems to manage and store our data



Thank you Maureen Hall

With three decades of contribution and service to Today's Family, Maureen Hall helped us grow from a small team called Seven Towers to the Today's Family that we are today.

In her long career at Today's Family Maureen was:

- A home visitor in homemaking services offered via Seven Towers
- A home visitor in licensed home child care
- Program Manager for licensed home child care

- Program Director for Children's and Family Programs
- A consultant for our Work and Family Connections Program
- A member of the Child Care Human Resource Sector Panel
- A board member of the Home Child Care Association of Ontario
- Director of Human Resources for Today's Family

More than any title bestowed on her, Maureen was – and is – the ultimate *"people person."* For Maureen above all, it's about people. She cares about

each and every person at work. Making sure they are doing well, that they are comfortable at work, that their families are well.

We could always count on Maureen.

Maureen, thank you for your almost 30 years of service. Thank you for your hard work and loyalty to Today's Family – to all the staff and all the families. You will be missed, but your impact on Today's Family will be longstanding.



NEEDED NOW: A national strategy for child care

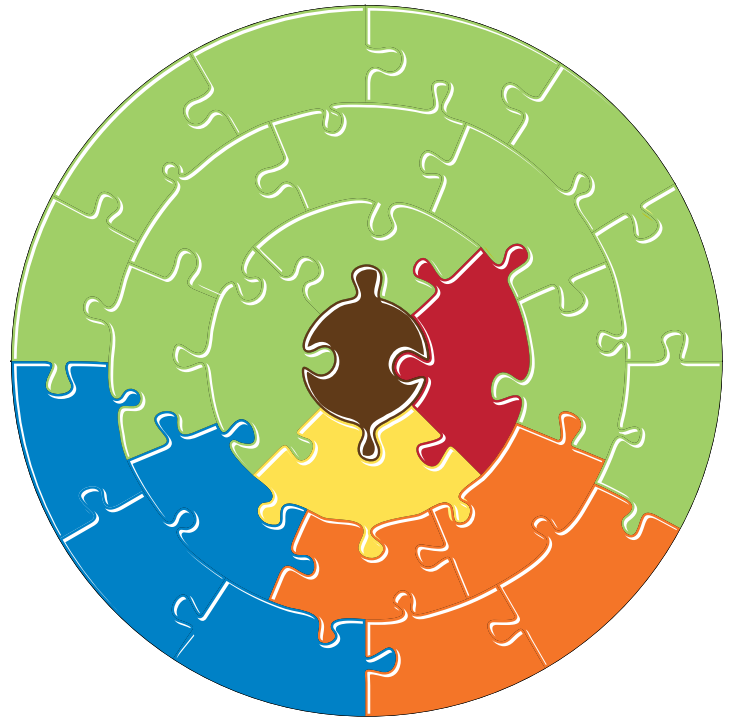
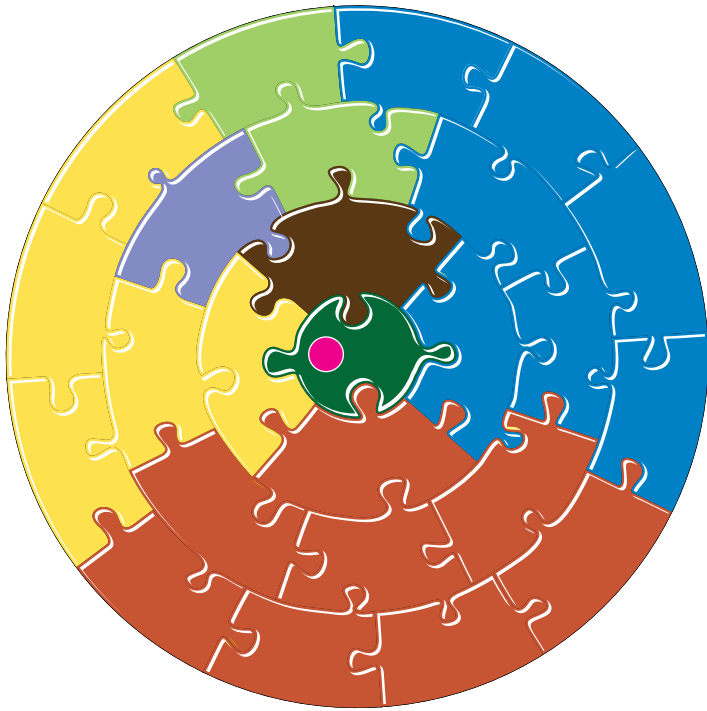
Whether, local, provincial or national, we want what's best for children. For us, that means that every child has the right to access child care.

Working together with our municipalities, our provincial and our federal government, we believe it is time for a national strategy for child care in Canada.

Now is the time for our country to focus on this strategy. To imagine a country where all children have the right to access quality early learning and child care. To support families and their needs for flexible child care, and ensure we are doing what's best for children.

What the federal government can do:

- Make a commitment to a 10-year goal of child care for all – a child care system that every child has the right to access
- Increase Canada's early learning and child care budget each year by \$1 billion over 10 years-to meet international benchmarks
- Negotiate agreements that require the provinces and territories to build a fully funded publicly-managed child care system that is inclusive of all children, and accessible and affordable for all families
- Consider a funding stream that will flow from the federal government directly to communities, for example fund Municipalities directly to strengthen child care in their community.



Financials

Year ended March 31, 2019

Today's Family – Caring For Your Child

Total Revenue of \$15,488,808

Sources:

● A	Subsidized Child Care Fees	\$ 4,437,167	28.6%
● B	Child Care Fees	5,184,781	33.5%
● C	City of Hamilton	3,311,194	21.4%
● D	Halton Region	295,616	1.9%
● E	Norfolk County	665,546	4.3%
● F	EarlyON	1,178,255	7.6%
● G	All Other	375,038	2.4%
● H	Outreach Services	41,211	0.3%
Total Sources		\$ 15,488,808	100%

Uses:

● A	Salaries and Benefits	\$ 9,009,230	58.2%
● B	Home Child Care Providers	2,978,554	18%
● C	Program / Other Costs	2,197,351	14.2%
● D	Rent and Occupancy	547,559	3.5%
● E	Amortization of Assets	243,291	1.6%
● F	Surplus	512,823	3.3%
Total Uses		\$ 15,488,808	100%

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



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Today's Family

Early Learning and Child Care



OUR MISSION

Working together to enrich today's families, we want what's best for children.

It's about belonging Our programs cultivate authentic, caring relationships and connections to create a sense of belonging among and between children, adults and the world around them.

It's about well-being We believe that every child is developing a sense of self, health and well-being. Our programs nurture children's healthy development and support their growing sense of self.

It's about expression Every child is a capable communicator who expresses themselves in many ways. We foster communication and expression in all forms.

It's about engagement We value engagement in all forms. Our programs provide environments and experiences to engage children in active, creative and meaningful exploration, play and inquiry.

OUR VISION

That every child experience the joy of learning through play.

Nurturing children and youth, strengthening families and creating communities, we envision that all children have the opportunity to experience the joy of learning. All children should have the right to play. Play is how learning happens.

OUR VALUES

Today's Family values caring, collaboration, accountability, and innovation.

We care It is the essence of who we are. We care for the children who take part in our programs, for their families, for our staff and providers, and for our environment.

We collaborate On our own we can teach, help and care for the children in our midst. Together, with other organizations, we can help to make change and chart new directions for all children.

We are accountable Our primary accountability is to the children and families we serve. It is our job to make sure they are nurtured and respected.

We innovate We are creative and try new things. We embrace change and do things differently.