



**We want what's  
best for children.**

**Today's Family**   
Early Learning and Child Care  
36th Annual Report • September 2018



# We want what's best for children

## The 2018 report from the Board Chair and CEO

We, as Board Chair and as Chief Executive Officer, sincerely want to acknowledge and appreciate all of the successes of Today's Family. We understand that it's not easy to fully take in all of the work that we do in all of the communities that we serve when we are so busy doing our day-to-day jobs. We develop and implement great ideas, but by the end of the day there are more challenges and opportunities to tackle. In that challenging and rapidly changing environment we sometimes lose sight of what we have achieved. Our goal is to bring these achievements forward and acknowledge everyone for their efforts. Each person in the organization is working to make Today's Family even stronger in the future and to encourage

investment in opportunities that will allow us to continue to be a role model organization for others to follow.

**Every day, people in Today's Family strive to serve children and families,** to innovate new ideas, to improve policies and procedures and perform the many other tasks that make our organization work and grow. Often, those day-to-day achievements are not properly acknowledged and shared. We look forward to telling those stories or "Mission Moments", as we are calling them. We invite everyone – both members of Today's Family and outside stakeholders – to share their experiences: the joy, the learning and,

most importantly, their interactions with the children. We will capture these Mission Moments in a variety of ways – a photograph, a tweet, a short video or an anecdote that we can share with staff, our leadership and our partners throughout the year. We hope that collectively these moments will help tell Today's Family's story to all of us and to those we serve.

Locally, our municipal partners – The City of Hamilton, Halton Region, Haldimand County and Norfolk County (as the child care systems' managers) – have launched their implementation plans for early years' services. We are working with each municipality with enthusiasm and excitement.

This year, Today's Family Board Members and Senior Management have embarked on strategic planning. To facilitate strategic planning, Today's Family engaged with Tng Consulting. Tng provides consulting and support services to boards and senior decision makers in the areas of governance, leadership and strategic planning. Throughout this process, Tng has been able to access key voices in Today's Family's stakeholder community, including internal stakeholders Senior Management, the Board of Directors and the Operational Management Team and external stakeholders, our funders and partners. We're pleased to report that the majority of these stakeholders have had an excellent experience with Today's Family.

In our discussions with our stakeholders, Today's Family received great advice. Highlights include, but are not limited to...

- Among those who know Today's Family, it has a strong reputation and is well regarded as a community leader and collaborator.
- The overarching sentiment is for Today's Family to continue to deliver and strengthen their core services, while finding ways to build upon this solid base to expand programs and services that address the growing needs of young families and their children.

- Today's Family has an opportunity to leverage this trend to position itself well within the current changes occurring in the sector.

- Internally, Today's Family is finding ways to increase employee satisfaction and is working towards sustaining a skilled and engaged workforce.

The Board of Directors and the senior management team of Today's Family look forward to supporting the continued development of the organization in 2018-19.

The Board, while welcoming new board members in the coming months, will be saying goodbye to old friends. We would like to thank Craig Rushton for his three-year tenure on the board. We will miss Craig's guidance, leadership and dedication to Today's Family and our mission of serving children and families. We wish him well.

**Today's Family is embracing the future!** We cannot do this without our staff and providers. We would like to acknowledge Today's Family stakeholders, families and staff for engaging in conversation with us this year to set us on the right path in our strategic planning.

Last, and most importantly, the Board wishes to thank our staff and providers for the wonderful work they do for children and families each and every day. We sincerely appreciate all of you for your time and commitment to Today's Family. Together, we are all building an amazing organization in which we can all take pride.



Sandy Wilson,  
Chair of the Board of Directors



Marni Flaherty,  
Chief Executive Officer

# The Year in Review

Opened St. Mary's Before and After School Program in Hagersville

Started licensed home child care program in Haldimand and Norfolk

Ontario Early Years Programs became EarlyON programs

Opened Franklin Road Early Learning and Child Care Program

Opened C.B. Stirling EarlyON program (Fall, 2018)

Opened Huntington Park EarlyON program (Fall, 2018)

Staff participated in 2,671 hours of Professional Learning

Provided 48 jobs for youth in the communities we serve

Provided over 3,400 placement hours to Early Childhood Education students in our programs

Provided over 2,200 placement hours to secondary school students in our programs

Received over \$190,000 in funding from Canada Summer Jobs to employ youth in our programs

365 staff

Over 120 home child care providers











We want  
what's best  
for children

## 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.



Today's Family  
Early Learning and Child Care



Hamilton • Halton • Haldimand and Norfolk  
[todaysfamily.ca](http://todaysfamily.ca)







## Today's Family Senior Management and Board

### Board of Directors:

Board Chair / President: **Sandy Wilson**

Vice Chair / Vice President: **Nancy Korstanje**

Secretary: **Tammy Morasse-Heming**

Directors: **Tracy Akitt, Teresa Bendo,  
Kendra Coats, Craig Rushton**

### Senior Management:

**Marni Flaherty**, Chief Executive Officer

**Brenda Ferguson**, Chief Operating Officer

**Maureen Hall**, Director of Human Resources

**Alex Webb**, Director of Accounting

**Brian Petersen**, Controller

**Rosanne Cascella**, Associate Director

**Krista Farley**, Associate Director

**Bernadette Noon**, Associate Director

**Valerie Scott**, Associate Director

*It's a keeper:  
Be sure to pull out  
this insert*



# Our Connections

**Working together with local, municipal and provincial partners creates strength and sustainability in the work that we do. Together, we are achieving great things on behalf of children everywhere! Some of our many valued connections include:**

Affiliated Services for Children & Youth  
Andrew Fleck Child Care Services  
Association for Early Childhood Educators, Ontario  
Bike for Mike  
Boys and Girls Club of Hamilton  
Brant Haldimand Norfolk Catholic District School Board  
Bronte Creek Provincial Park  
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  
City of Hamilton  
Community Living Burlington  
Community Living Hamilton  
Culture for Kids in the Arts  
Family Day Care Services  
Fanshawe College  
Fortino's, Mall Road  
Grand Erie District School Board  
Haldimand County  
Haldimand-Norfolk REACH  
Haldimand & Norfolk Social Services  
Halton District School Board  
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  
High Five – Quality at Play

Home Child Care Association of Ontario  
Knox Church  
Learning Enrichment Foundation  
Lynden Church  
Marshall Memorial Church  
Milton Community Resource Centre  
Mohawk College Early Childhood Education Program  
Norfolk County  
Parks & Recreation Ontario  
Quality Early Learning Network  
Regional Municipality of Haldimand Norfolk  
Regional Municipality of Halton  
Sheridan College  
St. Matthews 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







## Financials

Year ended March 31, 2018  
Today's Family –  
Caring For Your Child

Total Revenue of \$13,690,149

### Sources:

● A	Subsidized Child Care Fees	\$ 4,272,401	31%
● B	Child Care Fees	5,016,812	37%
● C	City of Hamilton	2,685,484	19%
● D	Halton Region	384,170	3%
● E	Norfolk County	270,414	2%
● F	Ministry of Education	780,498	6%
● G	All Other	244,829	2%
● H	Outreach Services	35,541	0%
	<b>Total Revenue</b>	<b>\$ 13,690,149</b>	<b>100%</b>



Uses:

●	A	Salaries and Benefits	\$ 8,585,978	63%
●	B	Home Child Care Caregivers	2,188,229	16%
●	C	Program / Other Costs	1,751,681	13%
●	D	Rent and Occupancy	484,926	3%
●	E	Amortization of Assets	243,291	2%
●	F	Surplus	436,044	3%
	<b>Total Uses</b>		<b>\$ 13,690,149</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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[www.todaysfamily.ca](http://www.todaysfamily.ca)

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