

Annual Report

2017



EVERY CHILD is VALUED and REACHES THEIR FULL POTENTIAL



Owl
Child Care
Services of Ontario



ACCEPTANCE
A SENSE of BELONGING for each child

PLAY as AN INTEGRAL PART of EARLY LEARNING TO DEVELOP the WHOLE CHILD



PARTNERSHIPS WITH FAMILIES, STAFF and COMMUNITIES

POTENTIAL OF EACH CHILD and STAFF



PROVIDE NURTURING, PLAY-BASED EARLY LEARNING TO SUPPORT EACH CHILD IN REALIZING THEIR POTENTIAL WHILE GIVING FAMILIES PEACE of MIND

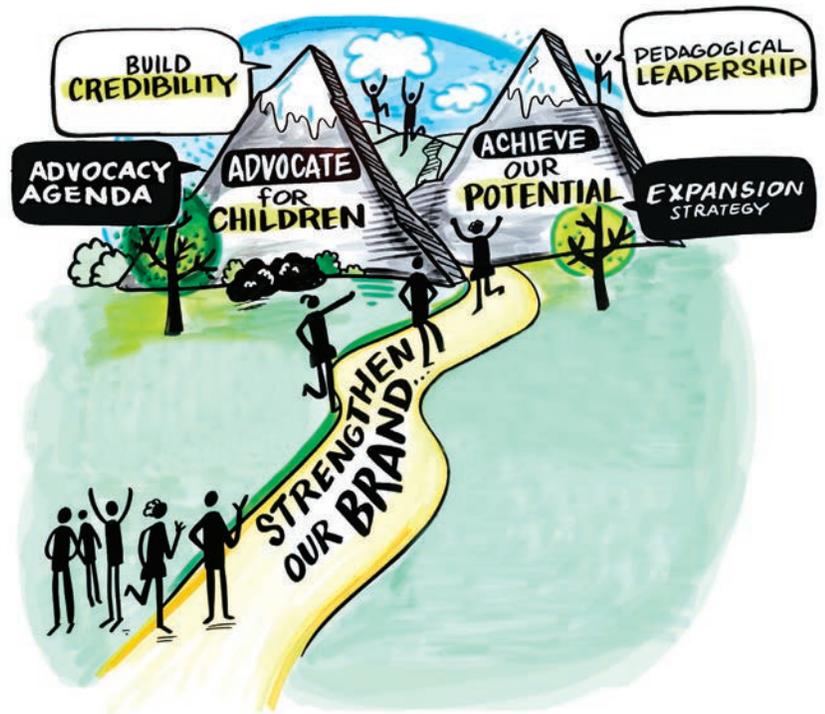
LEARNING • CARING • SHARING • GROWING

A Year in Review: *Message from the Board Chair & Executive Director*

In 2017, Owl Child Care Services of Ontario embarked on a journey of change as we move forward to empower children and to provide a program where every child is valued and reaches their potential. Throughout the year, children — with their educators as co-learners — studied and expanded their learning through 37 formal projects on topics such as: Construction Vehicles, My Heritage, Chemical Reactions, Cameras, Recycling, Swings, Symbols of Canada, Apples, Bugs, Structures, Cactus, Chairs and so many others. This work, along with the curriculum that happens every day, continues to reaffirm that children are capable, competent and rich in potential.

In June 2017, we changed our incorporation from the provincial to the federal jurisdiction under the Canada Not-for-Profit Corporations Act. This change ensures that Owl's board of directors is operating under modern legislation with good governance. In September 2017, we implemented regulatory changes that enhance quality including, ratio changes at the beginning and end of the day, full staffing during preschool sleep time to allow educators to do activities with non-sleepers and enhanced individual support plans and emergency management plans — just to name a few. We also worked closely with the Waterloo Catholic District School Board to design and construct a new child care centre in Ayr for a 2018 opening.

The 2017-2019 Strategic Plan has three priorities that reinforce our Mission and commitment to support each child in realizing their potential while giving families peace of mind. Here are some of the ways we put those priorities into action this year.



Advocate for Children	Achieve our Potential	Strengthen our Brand
<p>In 2017 we...</p> <ul style="list-style-type: none"> • Built capacity and skills to advocate for change in partnership with provincial associations • Played a leadership role in the formation and work of the Early Years Coalition Waterloo Region. • Met with Ministry of Education representatives regarding capital funding, accommodation costs and the affordability crisis. • Collected over 5000 pledge cards in support of universal child care. 	<p>In 2017 we...</p> <ul style="list-style-type: none"> • Connected with local and provincial governments about expansion needs and opportunities. • Design & construction for a new child care centre in Ayr (2018 opening). • Provided additional resources for pedagogical leadership within our classrooms to enhance quality. • Trained 40 educators in Project Approach to Learning. • Expanded capacity in JKK programs 	<p>In 2017 we...</p> <ul style="list-style-type: none"> • Finished production of 7 videos to support Owl's brand and promote our programs. • Ran ads on three radio stations and at two movie theatres. • Conducted media training with 3 staff and 3 board members. • Active participant on 7 regional committees and with 3 provincial organizations and 1 national association.

Of course, none of this would be possible with our dedicated staff and volunteers who work tirelessly to ensure Owl is a high-performing organization and a leader in child care here in Waterloo Region and beyond. Thank you also to the families, members and supporters who trust in us and allow us to play a role in your child's development.



Wayne Steffler

Wayne Steffler, MBA, CPA, CMA
Chair, Board of Directors



Lori Prospero

Lori Prospero, CAE
Executive Director

Treasurer's Report

With pleasure, I report that Owl Child Care continues to be in a strong financial position and is well poised to face both opportunities and challenges that may present themselves in the future.

In fiscal year 2017, revenue continued to grow, both due to scheduled fee increases but also due to strong enrolment trends. I am happy to report that two centres: Saint John Paul II and John Sweeney, had to open additional school-age rooms due to increased demand for Owl's program.

Regulatory changes continue to put pressure on child care fees. Changes to staff to child ratio requirements for toddler and preschool programs — introduced in 2016 — created an impact on staff wages, requiring a 12% fee increase over 2 years. A 7% increase was levied in 2016 with a further 6% increase scheduled for September 2017. As a result of a change to implementation requirements, after careful consideration, Owl's board of directors agreed to provide a small relief by delaying the previously scheduled fee increase for four months, to only take effect in January 2018 and reduced it from 6% to 4.5%.

In 2017 Owl continued its reinvestment to enhance program quality and classroom environments. Over the last two years Owl has invested over \$105,000 in our classrooms on new furniture, toys, and supplies. Together with the children, the educators reinvented their classroom environments to reflect a more natural environment, including wood elements, soft carpets and comfortable pillows, not to mention some fantastic new structures to spark imagination and play.



Less exciting, but equally important, Owl has invested over \$100,000 in flooring, kitchen renovations and new safety equipment across seven centres. This focus on continuous improvement and exceeding Ministry benchmarks (e.g., hiring three RECEs per room instead of the required 1 out of 3), enhances program quality and further demonstrates Owl's leadership as a non-profit, registered charity within Waterloo Region and beyond.

We close 2017 with healthy cash reserves, strong financial results, and a bright outlook. We look forward to 2018 with the opening of Owl-St Brigid, our 8th centre, in Ayr.

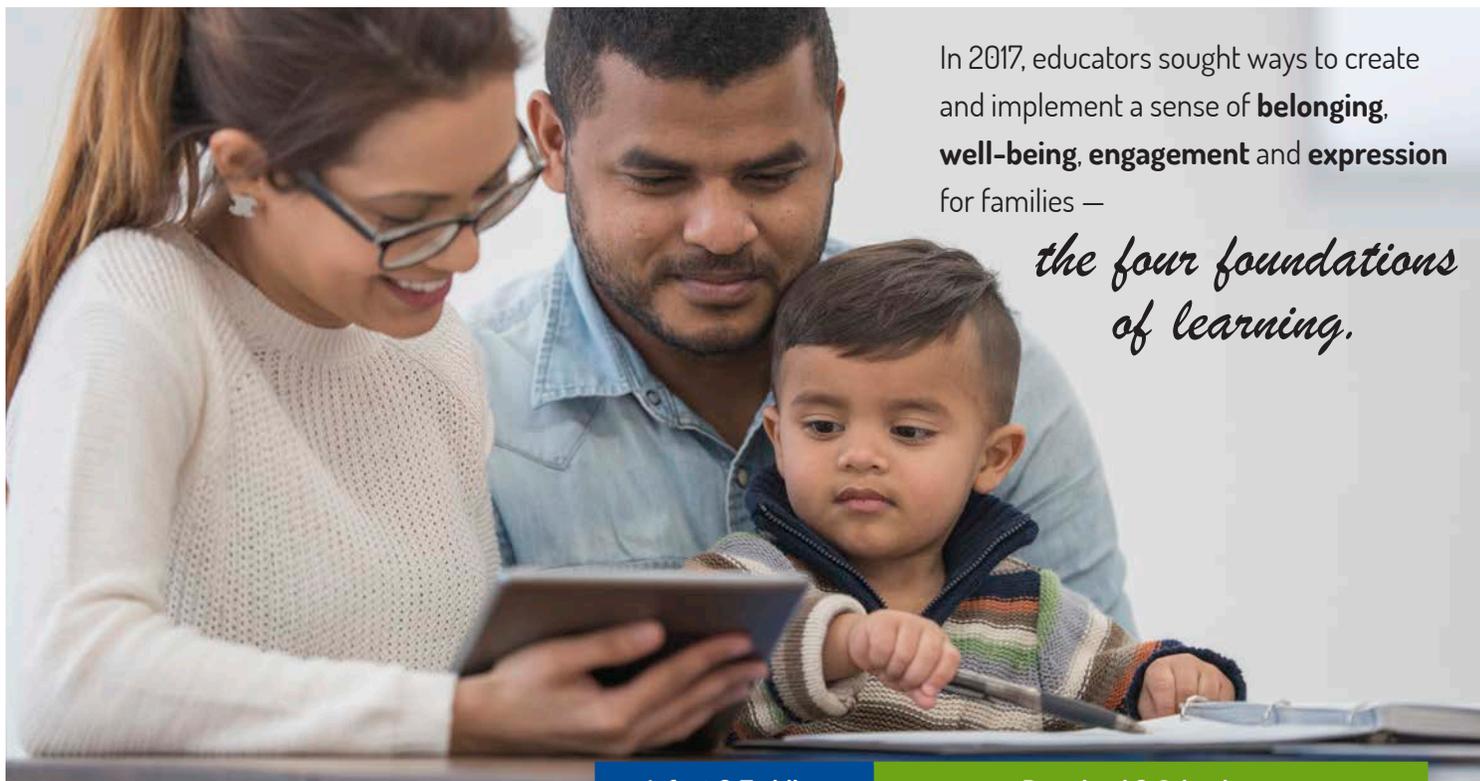
In conclusion, I would like to thank the members of the Finance & Audit committee for their contributions and guidance during the year: Doug Laginskie, Joanne Tam, Lori Prospero, Thomas Hemming, Tiarna Fisher and Sarah Willey-Thomas. Thanks also to Owl's accounting team — Thomas Hemming, Brenda Kennedy, and Dianne Levasseur — for their continued dedication and hard work.

Fiscal Year	Total Revenue	Total Expense	Notes
2015 Actual	\$6,208,154	\$6,239,728	First full year post transition to serving younger children due to full day kindergarten; Includes \$47,000 of renovations
2016 Actual	\$ 6,639,996	\$6,519,974	Includes \$71,000 invested in classroom materials and \$54,000 of renovations
2017 Actual	\$ 6,952,382	\$ 6,729,541	Includes \$36,000 invested in classroom materials and \$48,000 of renovations
2018 Budget	\$7,658,180	\$7,851,363	Includes the addition of Owl-St. Brigid and the full-year impact of regulatory changes re: staff to child ratios.

Melissa Graham,
MBA, CPA, CMA



Enhancing *Communication* With Owl Families



In 2017, educators sought ways to create and implement a sense of **belonging**, **well-being**, **engagement** and **expression** for families —

the four foundations of learning.

One area of focus was enhancing the communication we have with parents about their child's day. Parents now receive the following highlights of their child's learning at Owl via email.

Infant & Toddler	Preschool & School-age	
Individual: Daily <ul style="list-style-type: none"> • Food intake • Diaper changes • Sleep schedule • Learning activity 	Individual: Monthly <ul style="list-style-type: none"> • Personalized learning story 	Group: Weekly <ul style="list-style-type: none"> • Highlighting events and learning activities of the week.

This outreach has allowed parents to have a better sense of what their children have been engaged in while at Owl. We have heard from parents that they have used these e-mails to further the conversation with their children in the evening. Parents often send a reply and these e-mails are printed to be included in their child's portfolio at the centre.

At Owl, one of our guiding principles is to conduct our business in a manner that fosters and promotes effective 2-way communication between all stakeholder groups. This includes communication between Owl and the families we serve.

The development and learning that takes place in Owl's programs is documented and communicated in several different ways. We encourage families to be engaged with the children and educators in each of these areas.



Communicating the Four Foundations of learning that takes place at Owl

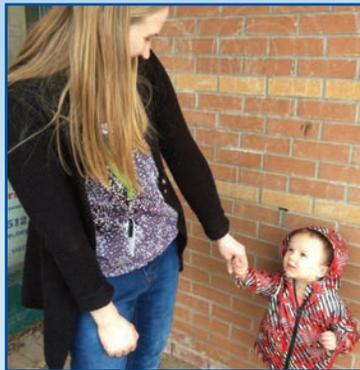


Engagement

Educator email to parent of an Infant child;

"Today Fiona showed that she is getting better at maneuvering in her outside winter gear. With her new mittens with the thumbs in them she was able to pick up and use the toys better, and didn't get upset once while outside this morning. She also was able to lift her booted legs in and out of the wagon and the ride on toys without asking for help. Great progress Fiona."

Every child is an active and engaged learner who explores the world with body, mind and senses.



Well-being

Educator email to parent of a toddler child;

"Hi Mom and Dad, Today marks my third day in the toddler room. I'm really happy all day at Owl! At nap time I get to sleep in a big toddler cot, and at lunch I sit with all my toddler friends to eat delicious food. Today was soup! We went for a walk today after it had rained. I got to sit in a wagon for awhile. Becca could tell I wanted to try walking half way through our walk around the block, so I got out and held Heathers' hand. I did an excellent job walking. I was excited to see dogs and squirrels outside too. When we got back to our room I used some crayons and drew lots on a paper. I wanted to let you know how much fun and learning I am doing in my new room."

Every child is developing a sense of self, health and well-being.



Belonging

Educator email to parent of a preschool child;

"Today we went on our walk to Sobeys to buy our pumpkins! Brayden stayed at the back of the group with me and asked if he could pull the wagon. He pulled it all the way to the store and most of the way back. He was very proud of his role and made sure that I didn't help too much. As we walked together, Brayden would stop to point out the things he would see, such as trees, mailboxes, and even a boat. He knew that Sobeys was near the Halloween store and Daddy's gym, and was very excited when those locations came in to view! As we walked alongside the Sobeys building, Brayden turned to me and asked, "Is that Sobeys?" I told him that it was and he asked me, "Can I touch it?" "Of course," I replied. He slowly approached the building and hesitated. I walked over and put my hand on the brick and said, "This is brick, it feels hard." Brayden watched my hand on the building for a minute and then poked it with his finger and laughed. After choosing our pumpkins, Brayden helped hand the cashier some money to pay for a pumpkin. Thank you for all your help this morning Brayden. I loved spending some more one on one time with you as your buddy - with the wagon."

Families deserve to be engaged in their child's day even though they are apart during the workday. This personalized learning story, sent by email creates the perfect image for the parents. They can engage in conversation after the fact and it is almost as if they were there too.



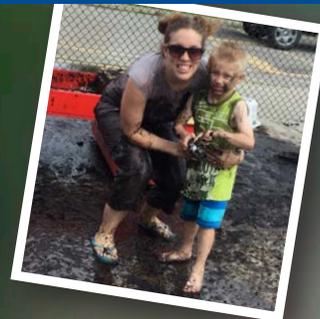
Expression

Educator email to parent of a school-age child;

"Today Nolan displayed an interest in drawing. Outside Nolan created a large square with the blue chalk inside the square he made smaller squares with letters on each one. When asked what he was creating he replied, "A letter hop game." Nolan ran and found a rock and then brought it back to his game. Nolan would throw the rock and hop from letter to letter depending on where the rock landed. He then went to each child and asked if they wanted to play letter hop with him. Nolan had ten peers that joined his game, before the large game of letter hop started he had everyone sit down and explained each step to the game. Nolan, everyone enjoyed your creation of letter hop today, thank you for taking the time to include your peers and carefully explain the rules to ensure everyone knew how to play this fun new game!"

Participate in meaningful interaction and communication with peers and adults, regardless of abilities.

2017 Staff (as of December 31, 2017)



Administration

Brenda Kennedy
Dianne Levasseur
Kristine Parsons, RECE
Lisa Cook
Lori Prospero, CAE
Michele Little, CHRP
Thomas Hemming, CPA

Owl-John Sweeney

Ashley O'Connor, RECE
Brittany Marton, RECE
Candice Reiner*
Deb Binkle
Debbie McNaney, RECE
Holly Brenton-Battiste, RECE
Janeth Rodriguez, RECE
Jennifer Schiedel, RECE
Jenny Gutierrez, RECE
Jessica Rau, RECE
Joanne Neeb, RECE
Judy Sgarbossa, RECE
Kelley Oliver, RECE
Michelle Crane, RECE
Sara Byrne, RECE
Shamini Jude, RECE
Simone Haughton, RECE
Tiffany Wszlok, RECE

Owl-Lincoln Road

Chenoa Pattison, RECE
Courtney Parker, RECE
Dave Eales
Denise Sharpe, RECE
Elaine Goldberg, RECE
Lisa Brown, RECE
Kate Delemere, RECE
Mary Klug, RECE

Melissa Miller, RECE
Melody Brubacher, RECE
Nancy Lazo, RECE
Nidya Gamboa, RECE
Rachel Duimering, RECE
Sarah Simpson, RECE
Shae-Lynne Costa, RECE
Shannon Swanson, RECE
Tracey Ruppenthal, RECE

Owl-Our Lady Fatima

Corine Losier, RECE
Elsie Wychnenka*
Janice Chubbs
Laura Noonan, RECE
Lisa Rintoul, RECE
Melissa Marshall, RECE
Sarah Holland, RECE
Samantha Aizpiri, RECE
Susan Eggleston, RECE
Vanessa Martin, RECE
Velvet Bernard, RECE

Owl-Saint John Paul II

Alyssa Williams, RECE
Amy Smith, RECE
Ann Fetter, RECE
April Sallans, RECE
Ashley Portt*
Cara Kieswetter, RECE
Connie Cunningham, RECE
Cristina Faria, RECE
Jacquie Babineau, RECE
Jennifer Silva, RECE
Judy Hackbart, RECE
Kara Moshier, RECE
Kathleen Verbeke, RECE
Keiko Watanabe, RECE
Kim Hilton

Lisa Erb, RECE
Natalija Dragovic, RECE
Shannon Bell, RECE
Svetlana Rabrenovic, RECE
Syreeta Vassel, RECE
Tami Sutton, RECE

Owl-St. Brigid

Alisha Williams, RECE

Owl-St. Luke

Alyssa-Marie Crane*
Barbara Florencki, RECE
Catherine Millar, RECE
Christine Wagg, RECE
Gabriela Costisor, RECE
Kathleen Henderson, RECE
Kathy Dunk, RECE
Kiva Peletier, RECE
Marianne McKinnon
Mary Pearson, RECE
Sarah Brown, RECE
Stephanie Simpson, RECE
Victoria Roussy, RECE

Owl-St. Matthew

Adeena Cibian, RECE
Betty Gliedt, RECE
Brittany Huffman, RECE
Courtney Taylor, RECE
Elaine Armstrong
Heather Bonnett-Culberson, RECE
Joanne Thorpe, RECE
Josephine Allishaw, RECE
Marianne Butler, RECE
Melissa Reid, RECE
Nadine Duimering, RECE
Patti Gear, RECE
Rebecca Smeltzer, RECE
Rukmanie Abdulla, RECE

Owl-St. Nicholas

Ashley Vandermeey, RECE
Celine Burley, RECE
Denise Acton, RECE
Gerri-Lynn MacMillan, RECE
Grazyna Sarna, RECE
Joanne Roga, RECE
Keri Neeb, RECE
Lisa Preiss, RECE
Lynette Wagner-Mills
Samantha Hatzinger, RECE
Taylor Lodge, RECE

Casual Employees

(working >100 hours in 2017)
Amanda Green
Angela Farid, RECE
Anika Grahovac
Ann Gao*
Bonnie Miller
Danuta Brodzinska*
Jennifer Krauskopf
Jill Wilson, RECE
Joanna Turcki, RECE
Kari-Lynn Behm, RECE
Katarina Cenerelli
Kelsey Engel
Laurie Amos, RECE
Lina Vasquez
Margaret Rovers, RECE
Narin Songphon, RECE
Pratima Repalli, RECE
Rebecca Foell, RECE
Scarlett Pujols, RECE

*Enrolled in ECE
Apprenticeship Program

Board of Directors

On behalf of the management, staff and families, we'd like to thank our 2017 board of directors.

Directors provided leadership, expertise and insight to help Owl achieve its Mission, create a new Vision statement and set direction through a new strategic plan. Through their guidance and dedication, we continue to provide an essential service for families.

Thank You!



Wayne Steffler, MBA, CPA, CMA
Chair
Nominating

Jennifer Banfield, MBA, CFP
Chair-Elect
Governance, co-chair

Jeremy Green,
Secretary
Nominating, co-chair

Melissa Graham, CPA/CMA
Treasurer
Finance & Audit, Chair

Corrie Ballantyne, P.Eng
Past-Chair
Nominating

Tierna Fisher, CPA/CMA
Finance & Audit

Kathryn Kosakowski
Governance

Gloria Bakker, RECE
Nominating, co-chair

Katrina Hitchman
Nominating

Joanne Tam, CPA/CA
Finance & Audit

Sarah Willey-Thomas
Governance

Selina Miah
Nominating

José Imbert, P.Eng., M.A.Sc
Governance

Teresa Godglick

Jennah Dagg

**Thanks also to our
committee members
for their service**

Finance & Audit:
Doug Laginskie

Governance:
Amy Britten
Tim Brubacher
Roop Petersen
Julie Wilson, co-chair

Government Relations Advisor:
Rob Leone



Kitchener, Waterloo, Cambridge, Ayr

Owl - John Sweeney

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Owl - Saint John Paul II

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Owl - Lincoln Road

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519-746-1124 lincoln@owlchildcare.org

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Owl - Our Lady of Fatima

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Owl - St. Matthew

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Owl - St. Brigid

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Owl - St. Nicholas

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OwlChildCare.org