

2018 Annual Report



LEARNING • CARING • SHARING • GROWING

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



As we reflect on 2018, we want to first thank the educators and staff who work each day with the children. We have an amazing team of caring, passionate and dedicated individuals – each who contributes to your child's growth and development.

The past year, 2018, saw much progress on our strategic plan initiatives. We continued our advocacy in support of a national universal child care program that is affordable and includes professional pay and decent work for educators. In the lead up to the provincial election in June 2018, we met with MPP candidates, co-hosted an All Candidates Debate and informed families and the community of pertinent party platforms to support informed voting.

By strengthening our brand, we build credibility – with potential families, with the community and with government. In late 2018, working with a brand strategist, we conducted an evaluation of Owl's brand – focusing on not just the logo and colours but on how others perceive Owl through online focus groups involving over 120 educators, parents and those not associated with Owl. This information is being used in 2019 to develop a new brand strategy that will better support our overall goals and vision.



Our newest location, Owl – St. Brigid, opened in Ayr in January 2018. Thanks to funding from the Ontario government, Owl's newest location provides spaces for 88 children from infant to preschool – our largest centre, and boasts an inviting, education-rich, natural playground. To support achieving our potential we focused on pedagogical leadership including nature play training for educators, implementation of a natural playground design at Owl-John Sweeney and the development of nature-based playground designs for the remaining six centres. Later in the year, Owl was successful in securing over \$1.2 million in grants to focus on affordability, access and innovation. Thanks to an innovation grant from the Region of Waterloo, we were able to pilot a 4-month contract for a FT pedagogical leader. This provided dedicated time and educator support for observation, evaluation and reflective practice.



Overall, 2018 was a year of capacity building with focus on educator support, brand revitalization and advocating for children and families to ensure that each child is valued and supported to reach their full potential.

Advocate for Children	Strengthen our Brand	Achieve our Potential
<p>In 2018 we...</p> <ul style="list-style-type: none"> Community information campaign re Provincial election Co-hosted All Candidates Debate in Waterloo riding Met with visiting international researchers from Germany regarding quality child care programs. Developed measurement framework for government relations activities. Provided leadership on OCBCC's Provincial Council, the AECEO's decent work campaign through the Early Years Coalition Waterloo Region, on the College of ECEs Council and the local Child Care Network. 	<p>In 2018 we...</p> <ul style="list-style-type: none"> Conducted a brand evaluation including competitor analysis, focus groups and literature review. Created seven 30-second videos to promote Owl's programs. Informed community-based initiatives through Children & Youth Planning Table and Smart Waterloo Region. Launched new online summer camp registration system, CampBrain Continued to build credibility of Owl with focus on governance training and leadership within a national association. 	<p>In 2018 we...</p> <ul style="list-style-type: none"> Opened 1 new child care centre (88 spaces) + before/after school program. Approved to operate Youth Development Programs (before/after school for Grades 3-6) within WRDSB. 4-month FT contract for OneList coordination 4-month FT contract for Pedagogical Leader Hired 4 full-time RECEs in float positions to enhance quality. Feasibility assessment conducted re: increasing educator planning time. Successful implementation of Fee Reduction Pilot.



Jill

Jennifer Banfield, MBA, CFP
Chair, Board of Directors



Lori Prospero

Lori Prospero, CAE
Executive Director

Treasurer's Report

Owl Child Care Services of Ontario enjoyed a great year in 2018. It began with the opening of Owl's 8th centre at St. Brigid Catholic Elementary School in Ayr. Our projections were conservative – experience tells us that it takes time to build enrolment at a new centre, and as such we had budgeted a significant deficit (\$193,000) for 2018. However, very early in 2018 Owl-St. Brigid exceeded expectations with strong and growing enrolment. By summertime we had to open a second preschool room, several months ahead of schedule. We are thrilled that the new child care centre did so well in 2018, contributing greatly to the overall success of Owl. We are thankful it was embraced by the community and able to meet their needs. The year progressed well across many of our centres. We saw expansion in some of our school-age programs, contributing to positive financial results as well.

As May rolled around, the Province came through with a significant funding announcement. Our Region was provided \$9 million in new funding to help towards making child care more affordable and more accessible to all families. Owl applied for some of this funding, and, in July, was awarded a truly staggering amount: \$1.12 million. This amount was earmarked for a variety of causes, from a direct reduction to our family fees, playground naturalization and capacity building at our centres, for new toys and supplies and to offset operating expenses – all with the intent to off-set the need for a 2019 fee increase. Before the end of the year, this amount climbed by another \$340,000 for new classroom technology, further fee reductions, and an additional wage grant for educators.



With this high level of funding, 2018 delivered a year where many classrooms benefited from new toys, equipment, and furniture; families benefited directly from fee reductions in the second half of the year; those with a variable schedule – such as shift workers – benefited from the new Flex Care Spaces program. Together, cost savings due to the grants received and strong enrolment at our centres resulted in a very notable surplus of \$339,000.

The Board of Directors has reviewed its long-term financial strategy in light of this surplus. As such, based on a deferred fee revenue approach, the planned fee increase for January 1, 2019 was not needed. In addition, a new Flex Care Spaces Fund has been created to continue to support families with a variable schedule. The Playground Improvement Fund that supports the naturalization of playgrounds across the organization, and the Capital/Renovation Fund have both been increased.

Overall, I am happy to report, on behalf of my fellow Finance & Audit committee members – Tierna Fisher, Thomas Hemming, Julia Klann, Karen McIlroy, Lori Prospero and Sarah Willey-Thomas – that 2018 was an eventful and successful year for Owl. A big thank you to all the members of the Finance & Audit committee for their efforts and guidance, and to all the members of the Owl accounting team for their dedication and expertise.

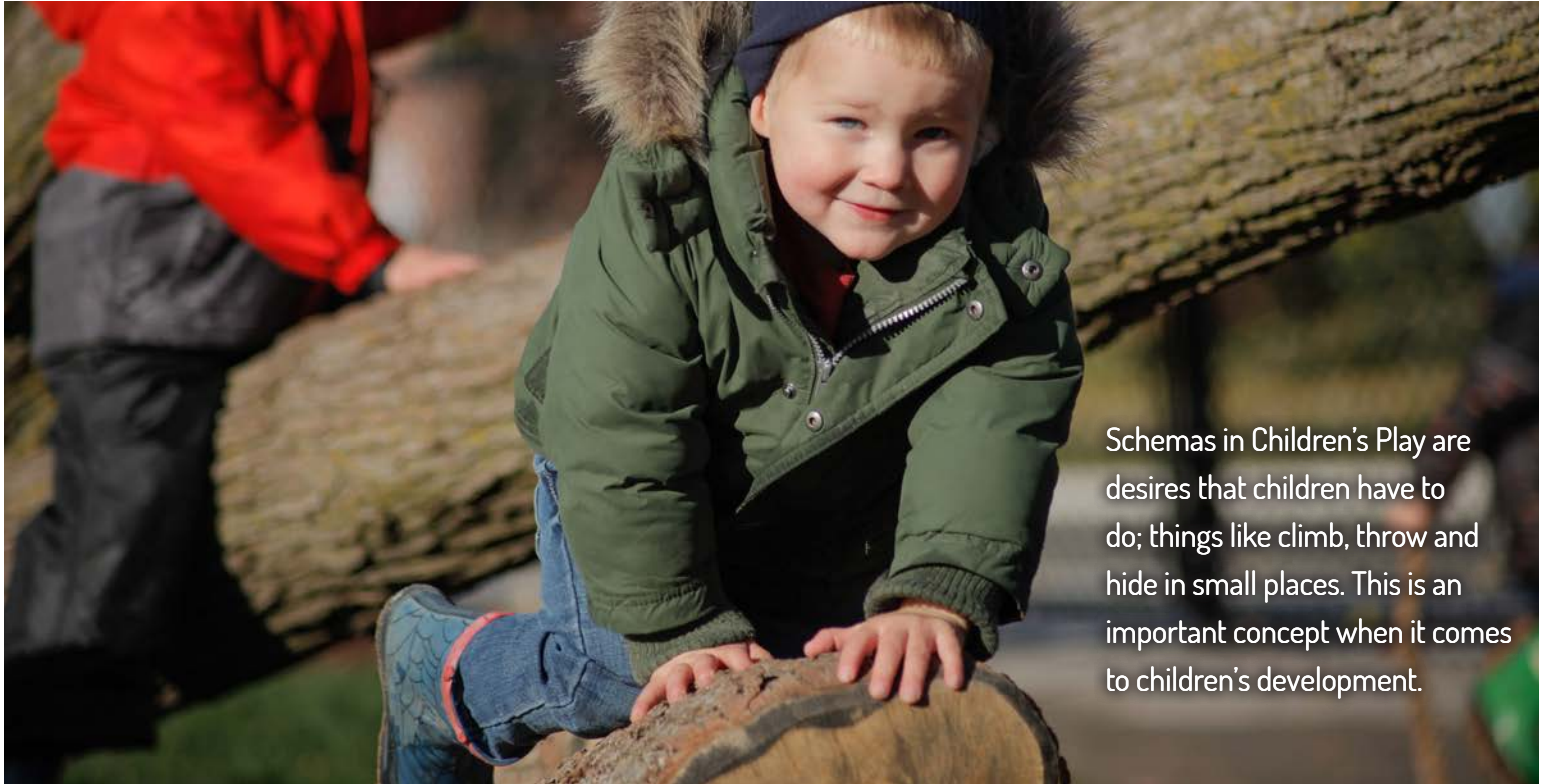
Fiscal Year	Total Revenue	Total Expense	Surplus/Deficit	Notes
2017 Actual	\$6,952,382	\$6,729,541	\$222,841	Includes \$36K of classroom reinvestment & \$48K of renovations
2018 Actual	\$8,893,126	\$8,553,938	\$339,188	Includes Owl's 8th centre at St. Brigid; Affordability funding of \$1.12 million received
2019 Budget	\$8,614,027	\$8,604,151	\$9,876	Conversion to daily rates in January; no budgeted fee increase in 2019



D Laginkskie

Doug Laginkskie,
CFP

Schemas in Children's Play



Schemas in Children's Play at Owl

Mother Nature and other elements provide an environment that becomes the teacher.
Think of learning through the lens of schemas.



A child digs a hole in the snow and sits in it; this is *enclosing*



A group mixes vinegar and baking soda to make an eruption; this is *transformation*



A child makes a transient art masterpiece; this is *positioning*



Children build a structure with Lego®; this is *connection*



Children hang upside down at a playground; this is *orientation*



A child jumps from a log; this is *trajectory*

2018 Staff (as of December 31, 2018)



Administration

Brenda K.
Carmen R.
Kristine P., RECE
Lisa C.
Lori P., CAE
Michele L., CHRP
Thomas H., CPA

Owl-John Sweeney

Alanna H., RECE
Alyssa W., RECE
Deb B.
Debbie M., RECE
Emily B., RECE
Emma C., RECE
Gary R., RECE
Holly B. B., RECE
Hope K., RECE
Janeth R., RECE
Jennifer S., RECE
Jenny G., RECE
Joanne N., RECE
Kelley O., RECE
Kimberly C., RECE
Michelle H., RECE
Shamini J., RECE
Shannon D., RECE
Simone H., RECE
Vanessa M., RECE
Wendy H., RECE

Owl-Lincoln Road

Adeena C., RECE
Chenoa P., RECE
Courtney P., RECE
Crystal S.
Dave E.
Deb W., RECE
Denise S., RECE
Elaine G., RECE
Kate D., RECE
Lisa B., RECE
Mary K., RECE
Melissa M., RECE
Melody B., RECE

Nancy L., RECE
Nidya G., RECE
Rachel D., RECE
Sarah S., RECE
Shae C., RECE
Shannon S., RECE

Owl-Our Lady Fatima

Angela F., RECE
Corine L., RECE
Ivy W. RECE
Janice C.
Laura N., RECE
Lisa R., RECE
Melissa M., RECE
Samantha A., RECE
Sara F., RECE
Tracey R., RECE
Vanessa W., RECE

Owl-Saint John Paul II

Alicia C., RECE
Amanda S., RECE
Amy S., RECE
Ann F., RECE
April W., RECE
Ashley P., RECE
Connie C., RECE
Cori Y.
Cristina F., RECE
Elsie W. *
Jacquie B., RECE
Jen S., RECE
Judy H., RECE
Kara M., RECE
Kathleen V., RECE
Keiko W., RECE
Lisa E., RECE
Samantha O., RECE
Shannon B., RECE
Sheri H., RECE
Tami S., RECE
YouJeong O., RECE

Owl-St. Brigid

Alisha W., RECE
Aly S., RECE

Ashley D., RECE
Becky M., RECE
Brittany H., RECE
Candice R., RECE
Denise A., RECE
Emily H., RECE
Hope K., RECE
Isabella C., RECE
Jennifer K.
Kari-Lynn B., RECE
Keri N., RECE
Kiva P., RECE
Lindsey R., RECE
Lisa F., RECE
Melody K., RECE
Michelle C., RECE
Sara B., RECE
Stephanie F., RECE
Stephanie S., RECE
Velvet B., RECE

Owl-St. Luke

Amy W., RECE
Barbara F., RECE
Catherine M., RECE
Christine W., RECE
Gabriela C., RECE
Kathleen H., RECE
Kathy D., RECE
Maggie B., RECE
Marianne M., RECE
Mary P., RECE
Nancy C. A., RECE
Sarah B., RECE
Sarah B., RECE
Victoria R., RECE

Owl-St. Matthew

Adriana O., RECE
Betty G., RECE
Brittany H., RECE
Courtney T., RECE
Heather B. C., RECE
Joanne T., RECE
Josephine A., RECE
Kim H.
Marianne B., RECE

Melissa R., RECE
Nadine D., RECE
Patti G., RECE
Rukmanie A., RECE

Owl-St. Nicholas

Ashley V., RECE
Celine B., RECE
Felisha D., RECE
Gerri M., RECE
Grazyna S., RECE
Judy S., RECE
Kelsey W., RECE
Lisa P., RECE
Lynette W. M.
Mia K., RECE
Samantha H., RECE
Susan E., RECE
Sweety R., RECE

Casual Employees

(working >100 hours in 2017)

Amanda G.
Anika G.
Ann G.
Ann O., RECE
Anna D., RECE
Bonnie M.
Helina D.*
Jess L.
Jill W., RECE
Joanna T., RECE
Kaitlin A., RECE
Kelsey E.
Lina V.
Maggie F.
Margaret R., RECE
Mavis Z., RECE
Megan V. M.
Pratima R., RECE
Ruchi P.
Salma B., RECE
Sandy N.
Sarah G., RECE
Shannon C., RECE

Board of Directors

On behalf of the management, staff and families, we'd like to thank our 2018 board of directors.

Directors provided leadership, expertise and insight to help Owl achieve its Mission, and monitored progress on our strategic plan, adjusting strategy along the way. Through their guidance and dedication, we continue to provide an essential service for families.

Thank You!



Jennifer Banfield, MBA, CFP
Chair
Government Relations

Kathryn Kosakowski
Vice Chair
Governance, co-chair

Doug Laginskie, CFP
Treasurer
Finance & Audit, Chair

Sarah Willey Thomas,
Secretary
Governance, Finance & Audit

Wayne Steffler
Past-Chair
Nominating

Jennah Dagg

Dorothy Fallowfield
Governance

Teresa Godglick
Nominating

Jeremy Green
Nominating, co-chair

José Imbert
Governance

Karen McIlroy
Finance & Audit

Selina Miah
Nominating, co-chair

Amanda Stevens
Nominating

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

Finance & Audit:
Tiarna Fisher
Julia Klann

Governance:
Roop Peterson
Julie Wilson, co-chair

Government Relations Committee:
Winslow Douglas, Rob Leone, Zana Talijan



Our Locations

Owl - John Sweeney

185 Activa Avenue
Kitchener, Ontario N2E 4A1
519-742-6291 johnsweeney@owlchildcare.org

Owl - Saint John Paul II

75 Pebblecreek Drive
Kitchener, Ontario N2A 0E3
519-894-0563 sjp@owlchildcare.org

Owl - Lincoln Road

145 Lincoln Road
Waterloo, Ontario N2J 2N8
519-746-1124 lincoln@owlchildcare.org

Owl - St. Luke

550 Chesapeake Drive
Waterloo, Ontario N2K 4G5
519-747-0054 stluke@owlchildcare.org

Owl - Our Lady of Fatima

55 Hammet Street
Cambridge, Ontario N3C 2H5
519-220-1148 olf@owlchildcare.org

Owl - St. Matthew

405 Pastern Trail
Waterloo, Ontario N2K 3V6
519-885-0512 stmatthew@owlchildcare.org

Owl - St. Brigid

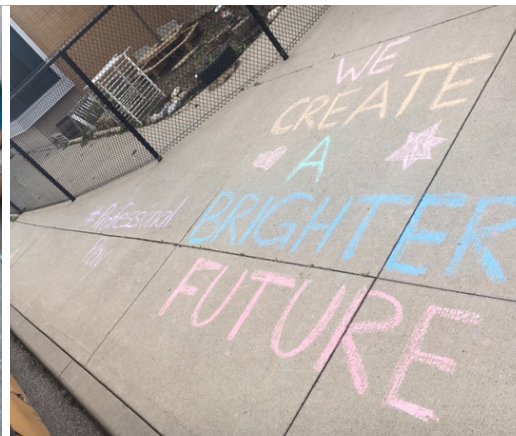
50 Broom Street
Ayr, Ontario N0B 1E0
519-394-2273 stbrigid@owlchildcare.org

Owl - St. Nicholas

525 Laurelwood Drive
Waterloo, Ontario N2V 2N1
519-883-1998 stnicholas@owlchildcare.org

Administration Office

10 Washburn Drive, Unit 2, Kitchener, Ontario N2R 1S2, 519-894-0581, info@owlchildcare.org



OwlChildCare.org