



**Owl**  
Child Care  
Services of Ontario

# 2019 Annual Report

growth  
potential  
inspire



# The Search for a New Name – *Message from the Board Chair*

Since 2017, in addition to providing the highest quality care for children and families, our work has been focused on three strategic priorities: Advocating for Children and Families, Achieving our Potential and Strengthening our Brand, which is seen as foundational to achieving the other goals. Earlier in 2019, upon review of our progress towards achieving these goals, the Board made the decision to extend the current strategic plan for one additional year, until the end of 2020.

In order for Owl to achieve its full potential we need to be willing to make changes in keeping with our Mission and values. One of Owl's ambitious plans is to influence public policy and funding for child care to benefit families, staff and our community now and in the future. In order to do this, we needed to establish a foundation to work with beyond our current borders which included assessing and strengthening Owl's brand to improve awareness, reputation, and influence. With leadership from the Board and senior management, Owl invested in a broad review of its position within the community and government as well as with members, external parents and internally with employees. The review highlighted that Owl Child Care Services of Ontario was just like every other child care provider in the minds of the public – it's difficult to break through the sameness and to change the societal view from "daycare" to high quality early learning.

A new brand strategy was approved by the Board of Directors to address the disconnect between play and learn and between child care and early learning. The new brand strategy shifts the focus to early learning and sets the organization up as a leader in the child care category, increasing credibility with potential members and with government. With that in mind, the Board assessed the existing name, Owl Child Care Services of Ontario, against the new brand strategy. At the last Annual General Meeting in April 2019, the Board provided an update on this work and identified that we were moving forward to explore a new visual identity – including a new name, logo, and tagline.



Since 1981, Owl has evolved from a single centre to eight centres and 11 YDP locations. As we continue to grow and increase brand recognition and awareness, we honour the past by remaining a trusted partner in the community with parents, schools and each other. Rebranding is part of that evolution that will help us to differentiate within a very competitive market and to focus on a new and improved brand strategy so that we can more clearly communicate our values and brand promise – and to ensure that we are delivering on those promises, providing the highest quality of care for children.

For the Board – the stewards of this great organization – this isn't just a name change, it's about our identity. Who we are now and who we want to be in the future. As we go through this change our goal is to become a leader in early childhood education, advocating for our employees to have professional pay and decent working conditions. Helping others see that pitting staff wages against child care fees does not lead to quality education and that we are so much more than a daycare. Without a change in its identity Owl will truly struggle to attain any of its advocacy goals because today Owl is viewed by many as just a daycare. Let's change that. I implore Owl members, families and employees to rally behind the Board, and our senior leadership team to help us all realize our full potential.

On behalf of the Board, I look forward to discussing our re-branding efforts, including the Board's recommended new name, with you at our Annual General Meeting on May 19.



Kathryn Kosakowski  
Chair, Board of Directors

# Executive Director's Report

*"The secret of change is to focus all of your energy, not on the old but, on building the new." ~ Socrates*

Work towards achieving Owl's strategic plan goals kicked into high gear in early 2019. With support from the government relations advisory committee, Owl took action requesting autism support for licensed child care programs, submitted two pre-budget submissions to the Province advocating for increased funding to address child care affordability, met with the Assistant Deputy Minister of Education and the Opposition Critic for Child Care, participated on an expert panel on the future of Education and Child Care held here in Waterloo Region, met with 4 of 5 local MPPs to advocate for children and families and co-hosted a federal election forum on child and family issues. This advocacy work is in support of our members, bringing forward the voice of parents and early childhood educators.

In support of high quality child care and early learning, with support from the Board of Directors, planning time for educators was doubled – providing dedicated resources for pedagogical support. In addition, Owl's director of operations and two supervisors joined the provincial pedagogist network with the Provincial Center for Excellence in Early Years and Child Care. These pedagogistas will support educators to enhance the process of learning within our programs. Owl also introduced 11 new before and after school youth development programs (YDP) as we expanded into the Waterloo Region District School Board.

As Owl continues to grow and evolve as an organization, attention has shifted to strengthening our brand. With a new brand strategy and decision to re-brand, the search began for a new name. This collaborative process included all employees, the Board and a focus group of Owl member parents using a set of naming criteria.

## *Naming Criteria:*

- Differentiate the brand from the category
- Inject freshness in to the category
- Project and support brand leadership
- Credible, substantial and memorable
- Compliment the brand's programs from infant to school-age
- Must include Early Learning

In December 2019, a cross-representational Transition Team was struck to oversee our re-branding efforts. This team, comprised of board, management, educator and parent representation, approved a naming strategy and led a robust and collaborative Naming Sprint – generating over 350 names for consideration. Over the course of two weeks, the Transition Team, with assistance from our management team, formed a short-list of 12 possible names. The Transition Team used a Name Score tool to assess each name against our naming criteria and a set of secondary criteria (e.g., availability, url access, etc). Message platforms were developed for 6 of the 12 names and finally three were selected by the Board to proceed to testing with internal and external stakeholders through a research firm.

As we continue our re-branding efforts, we are reminded that, by far, parents' positive feelings toward Owl stem from the high quality care provided and the relationships that are built with children and families. Regardless of our name, this is who we are and will continue to be. Our focus in 2020 will be to bring our new name and brand strategy to life in a way that builds on our core values and the relationships we've built along the way.



*Lori Prospero*

Lori Prospero, CAE  
Executive Director



# Treasurer's Report

2019 was another great year for Owl Child Care. The year was successful on many levels: strong enrolment and results from Owl's current centres; growth as Owl opened up our Youth Development Program in September; and reinvestment as Owl completed construction of two natural playgrounds.

Enrolment — the key to Owl's financial success and viability was on point in 2019. Owl-St. Brigid opened in 2018 and continued to grow as more and more families joined the Owl family at this Ayr location. St. Brigid was poised to be our largest centre with room to care for 88 full-time children. Starting with 30 enrollments in early January 2018, this number has steadily grow as more families enrolled, ending 2019 with 75 full-time families and a small but growing school-age program.

The other seven Owl centres continued 2019 with strong results as well — with six centres ending the year with enrolments above budget. Overall, our full-time enrolment was 2% over expectations, and considering that most classrooms have high enrolment expectations, this result is great to see: a true testament to the efforts of all staff. With a licensed capacity of 440 full-time spaces and 738 school-age spaces, families across Waterloo region entrust Owl to care for their little ones – and not so little ones – each and every day.

In September 2019, Owl continued its growth plan with the launch of 11 new before and after school Youth Development Programs (YDP) within the Waterloo Regional District School Board (WRDSB). The program initiated with 11 schools in Kitchener and Waterloo and has been a great success. This venture was the start of a new relationship with the WRDSB, which should help open the door for further expansion within that school board. Though starting only in September, the program contributed notably to our results for 2019 as nearly 200 children, every day, finish their school days with Owl in the YDP Program.

Reinvestment was made possible in large part to the significant successes and surpluses over the last three years, Owl was able to complete the construction of two new natural playgrounds in 2019 at Owl-St. Matthew and Owl-Our Lady of Fatima. The natural surfaces, wooden toys and instruments, climbers, and natural shade structures provide a truly unique and engaging experience for the children at those centres. Plans to renovate the playgrounds of our other locations of two centres per year is in the works.

Overall, I am happy to report, on behalf of my fellow Finance & Audit committee members — Lori Prospero, Brett Bigger, Sarah Willey-Thomas, Doug Laginskie, and Julia Klann — that 2019 was another 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
<b>2018 Actual</b>	\$8,893,126	\$8,553,938	\$339,188	Includes Owl's 8th centre at St. Brigid; Affordability funding of \$1.12 million received
<b>2019 Actual</b>	\$10,109,325	\$9,737,831	\$371,494	Conversion to daily rates in January; no budgeted fee increase in 2019. An audit adjustment brought in the remainder of deferred fee revenue from 2018; originally planned for 2020.
<b>2020 Budget</b>	\$9,954,919	\$10,044,991	(\$90,072)	A planned deficit was approved to spread the required fee increase over two years and as a result of an audit adjustment in 2019. This budget is pre-COVID19 impacts.



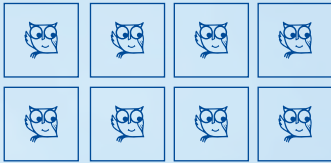
*K McIlroy*

Karen McIlroy, CFP

# 2019 in Numbers:

8

Full-time Centres



11

NEW! YDP Programs



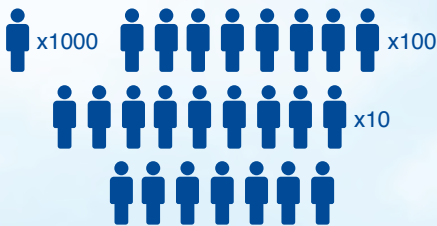
2

School Boards



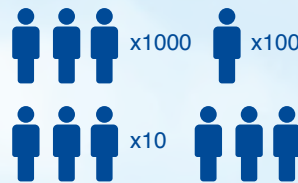
1,897

Children Enrolled



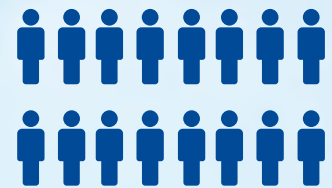
3,133

Summer Camp  
Weekly Enrollments



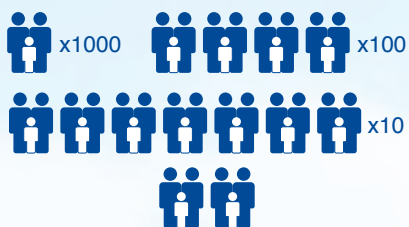
16

Flex Care Enrollments



1,472

Families served



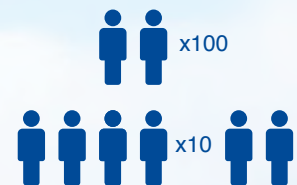
2,783

Hours of service



242

Staff



83

Students & volunteers



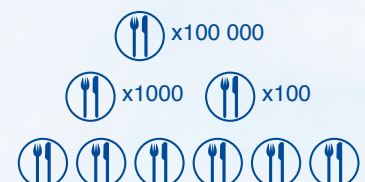
2

New Natural Playgrounds  
(+2 in 2018)



101,106

Meals served



# 2019 Staff (as of December 31, 2019)

## 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  
Catriona R., RECE  
Chase H., RECE  
Deb B.  
Debbie M., RECE  
Emily R., RECE  
Erin W., RECE  
Gary R., RECE  
Hope K., RECE  
Janeth R., RECE  
Jennifer S., RECE  
Jenny G., RECE  
Joanne N., RECE  
Kimberly C., RECE  
Maja B., RECE  
Shannon D., RECE  
Sierra R., RECE  
Simone H., RECE  
Vanessa M., RECE  
Wendy H., RECE

## Owl-Lincoln Road

Adeena C., RECE  
Chenoa P., RECE  
Courtney P., RECE  
Dave E.  
Denise S., RECE  
Elaine G., RECE  
Fatima F., RECE  
Kate D., RECE  
Lisa B., RECE  
Mary K., RECE  
Melissa M., RECE  
Melody B., RECE  
Nidya O., RECE  
Rachel D., RECE  
Sarah S., RECE  
Shae C., RECE  
Shannon S., RECE  
Tinisha B., RECE

## Owl-Our Lady Fatima

Angela F., RECE  
Angela M., RECE  
April J., RECE  
Corine L., RECE  
Janice C.

Kelley O., RECE  
Laura N., RECE  
Lisa R., RECE  
Natasha K., RECE  
Samantha A., RECE  
Tracey R., RECE  
Vanessa K., RECE

## Owl-Saint John Paul II

Alicia C., RECE  
Amy S., RECE  
April W., RECE  
Cara K., RECE  
Connie C., RECE  
Cristina F., RECE  
Deb W., RECE  
Elsie W. \*  
Erin W., RECE  
EunHee J., RECE  
Jen G., RECE  
Jennifer O., RECE  
Jen S., RECE  
Judy H., RECE  
Kaitlin A., RECE  
Kara M., RECE  
Kathleen V., RECE  
Keiko W., RECE  
Krista-Ann T., RECE  
Lisa E., RECE  
Nicole C., RECE  
Samantha O., RECE  
Samantha L., RECE  
Shannon B., RECE  
Tami S., RECE

## Owl-St. Brigid

Alisha W., RECE  
Aly S., RECE  
Alyssa C., RECE  
Anja V., RECE  
Anna P., RECE  
Ashley D., RECE  
Bailey R., RECE  
Becky M., RECE  
Brittany H., RECE  
Candice R., RECE  
Denise A., RECE  
Erin W., RECE  
Hope K., RECE  
Isabella C., RECE  
Jenna S., RECE  
Jennifer K.  
Keri N., RECE  
Kiva P., RECE  
Melissa C., RECE  
Mercedes S., RECE  
Michelle C., RECE  
Sandy D., RECE  
Sara B., RECE

Stephanie F., RECE  
Stephanie R., RECE  
Stephanie S., RECE  
Taylor H., RECE  
Velvet C., RECE

## Owl-St. Luke

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

## Owl-St. Matthew

Amanda G.  
Aysha P., RECE  
Betty G., RECE  
Brittany H., RECE  
Courtney T., RECE  
Heather B. C., RECE  
Joanne T., RECE  
Josephine A., RECE  
Kari B., RECE  
Kelsey W., RECE  
Kim H.  
Marianne B., RECE  
Melissa R., RECE  
Patti G., RECE  
Ruchi P. \*  
Rukmanie A., RECE

## Owl-St. Nicholas

April J., RECE  
Ashley V., RECE  
Celine B., RECE  
Felisha D., RECE  
Gerri M., RECE  
Grazyna S., RECE  
Janet U.  
Judy S., RECE  
Lisa B., RECE  
Mia K., RECE  
Samantha H., RECE  
Susan E., RECE  
Sweety R., RECE

## Youth Development Program

Ann F., RECE  
Cassandra S.  
Dakota B., RECE  
Desiree G., RECE  
Emily H., RECE  
EunJoo K., RECE  
Faith F.  
Heidi K.  
Holly B. B., RECE  
Jess H.\*  
Jess Q., RECE  
Karen J., RECE  
Kayla O.  
Lisa Y.  
Marina S., RECE  
Muskan A., RECE  
Nancy L., RECE  
Nasima B., RECE  
Paul B.  
Rawshan M.  
Saadia K., RECE  
Sheri R.

## Casual Employees

Amanda P., RECE  
Anika G.  
Ann G.  
Ann O., RECE  
Bonnie M.  
Emilee J.  
Emma B.  
Helina D.\*  
Jill W.  
Joanna T., RECE  
John K. \*  
Kelsey E.  
Krystal B.  
Lina V.  
Margaret R., RECE  
Matthew B. M.  
Michelle M., RECE  
Shannon C., RECE  
Shahzad A., RECE  
Sandra D.

\*Apprenticeship Student



# Board of Directors

On behalf of the management, staff and families, we'd like to thank our 2019 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.

**Kathryn Kosakowski, CRM**  
*Chair*  
Nominating

**Sarah Willey-Thomas**  
*Vice Chair*  
Governance, co-chair

**Karen McIlroy, CPA**  
*Treasurer*  
Finance & Audit, Chair

**Dorothy Fallowfield,**  
*Secretary*  
Governance

**Jennifer Banfield, CFP**  
*Past-Chair*

**Doug Laginskie, CFP**  
Finance & Audit

**Wayne Steffler, CPA**  
Nominating

**Teresa Godglick, CMRP**  
Nominating, co-chair

**Amanda Stevens, CHRP**  
Nominating, co-chair

**Paul Botros, P. Eng**  
Nominating

**Brett Bigger, CPA**  
Finance & Audit

**Natalia Brattan**

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

**Finance & Audit:**  
Julia Klann

**Governance:**  
Christian Ferraro  
Julie Wilson, co-chair  
Roop Peterson

**Government Relations Committee:**  
Andrew Gilbert, Zana Talijan, Rob Leone

# Thank You!



## Centre Locations

### **Owl - John Sweeney**

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

### **Owl - Lincoln Road**

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

### **Owl - Our Lady of Fatima**

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

### **Owl - St. Brigid**

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

### **Owl - Saint John Paul II**

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

### **Owl - St. Luke**

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

### **Owl - St. Matthew**

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

### **Owl - St. Nicholas**

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

## Youth Development Locations

**Email:** ydp@owlchildcare.org

### **Owl - Abraham Erb**

710 Laurelwood Dr., Waterloo, ON N2V 2V3  
226-220-8349

### **Owl - Bridgeport**

59 Bridge St. W., Kitchener, ON N2K 1K6  
226-338-5916

### **Owl - Chicopee Hills**

300 Chicopee Hills Dr., Kitchener, ON N2A 0J6  
226-338-3054

### **Owl - Crestview**

153 Montcalm Dr., Kitchener, ON N2B 2R6  
226-220-3860

### **Owl - Franklin**

371 Franklin St N., Kitchener, ON N2A 1Y9 3  
226-220-6783

### **Owl - Laurelwood**

460 Brentcliffe Drive, Waterloo, ON N2T 2R5  
226-338-4733

### **Owl - Lester B. Pearson**

520 Chesapeake Dr., Waterloo ON N2K 4G6  
226-220-3952

### **Owl - Lexington**

431 Forestlawn Rd., Waterloo, ON N2K 2J5  
226-338-1983

### **Owl - Northlake Woods**

500 Northlake Dr. Waterloo, ON N2V 2A4  
226-338-0285

### **Owl - Sandowne**

265 Sandowne Dr., Waterloo ON N2K 2C1  
226-338-3632

### **Owl - Vista Hills**

314 Sweet Gale St., Waterloo, ON N2V 0B3  
226-220-5223

## Administration Office

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

**OwlChildCare.org**