

2014 Annual Report



Owl
Child Care
Services of Ontario

Our Vision

A part of your family — for this generation and the next

Our Mission

Owl Child Care provides nurturing, play-based early learning to support each child in realizing their potential while giving families peace of mind.



LEARNING • CARING • SHARING • GROWING

Message from the President

Kevin Viana



As I enter the mid-point of my second term serving on the Board of Directors for Owl, I have witnessed the commitment of our management team, staff and my colleagues on the Board strive to provide the best child care service in the Region. I am truly privileged to serve this organization and the amazing members and staff that makes Owl what it is.

On behalf of the Board of Directors, I would like to take an opportunity to update you on the foundation building year that it was. One in which more pieces were put into place and steps taken to grow Owl and serve our community better.

1 Strategic Plan

Opportunities for growth continue to be explored, and the strategy behind expansion continues to evolve. We continue to evaluate a variety of options. Our priority is what gives Owl the best opportunity for growth while sharing our signature level of child care. We continue to advocate for families and the best interest of children. Whether it was during municipal elections, to communicate about and provide feedback on Bill 10 (Child Care Modernization Act), or open discussions with the school board, Owl speaks. We will continue these efforts to ensure Owl members receive the best child care.

2 Governance and Recruitment

While 2013 saw the development of the risk register and assessment matrix, 2014 was about review. The organization's ability to serve our members and respond to the marketplace is contingent on having well thought out policies. The Board has spent time this year to ensure Owl has the right policies in place for the future. We spent time this year ensuring we had the right people, with the right skills on the Board to best serve Owl's members. The Nominating Committee and Board of Directors worked hard to find individuals with the skills and competencies we need. The overwhelming response, in both 2013 and 2014, from members who wish to serve is humbling.

3 2015 Budget Planning

The Board worked closely with the management team to develop a plan and strategy to return Owl to profitability. We have made investments in the people who care, develop and nurture our children over the last few years. We are proud of these investments and we are on track to return Owl to a position of growth in a few years.

We are in a transition, one in which we position ourselves to grow and to influence child care policy. It's an exciting time and I am personally thrilled to be part of it. We look forward to a future where we can serve more families and reach more children. I believe Owl is well equipped to achieve this.

Board of Directors

Kevin Viana, President
Nominating

Sonia Dennis, President-elect
Governance

Melissa Hudel, Treasurer
Finance & Audit, Chair

Shruti Agarwal, Secretary
Governance

Deborah Attwood
Nominating

Corrie Ballantyne
Nominating, Co-Chair

Amy Britten
Governance

Stephanie Dietz
Finance & Audit

Jonas Duarte
Governance, Chair

Katrina Hitchman
Nominating

Jamie MacDougall

Kyle Mortimer

Leon Punambolam,
Past President
Nominating

Joanne Tam
Finance & Audit

Thanks also to the following former directors and/or committee members who served in 2014:

Board of Directors
Lindsey Taylor, Secretary

Finance & Audit
Andrea McLean & Kyle Mortimer

Governance
Melissa Barnes & Janine McQuarrie-Russel

Nominating
Karen Everette

Executive Director's Report

Lori Prospero, CAE



As I reflect on the past year, I'm reminded of our values: acceptance, play, potential and partnerships. These values, along with our Mission and new Vision statement, have guided our work in 2014. Acceptance is about creating that sense of belonging for each child. Members have told us that we do well in this area, with 98% of families receiving a warm introduction and welcome to our program. In addition, we are proud to work in partnership with families to ensure their individualized needs are met. For example: administering insulin injections, providing additional support for children with special needs and advocating for families on child care fee subsidy to ensure that the system meets their needs and ours. Owl's play-based learning philosophy continues to put emphasis on play and supporting each child to reach their potential. In 2014, our program and staff development has focused on the Project Approach to learning. The Project Approach refers to a set of learning strategies that enable RECEs to guide children as young as three through in-depth studies of real-world topics. The approach is flexible and interactive. In this approach, a project can be carried out with an entire group of children or in small groups. Research suggests that when carried out successfully, children feel highly motivated and actively involved in their own learning, leading them to produce high-quality work and to grow as individuals and collaborators. In follow-up to training with Dr. Lilian Katz in the USA, our Project Approach experts are now training the staff across all Owl locations. To learn more about the Project Approach, and how it is being used at Owl, see next page.

We have now completed year 1 of our new strategic plan with the focus on setting the stage. Here is a brief update on our progress:

Strategic Priority 1: Strong Organization

- Met or exceeded the following performance indicators:
 - Member satisfaction not less than 90%
 - Overall job satisfaction statistics maintained at 90% or above
 - Turn-over rates for full-time employees to be no more than 10% annually;
 - Turn-over rate for long-term employees (i.e., 15+ years) to be not more than 8 % annually.
 - Total staff compensation package to be increased by 5% by January 2017.
 - The GEM Board Assessment score for Selecting Prominent Leadership is not less than 6.5/8.0.



Strategic Priority 2: Exploring our Potential

With the possibility of expanding into new markets. This will be a focus in 2015-2016. That being said, in 2014 we completed our final transition to Full-Day Kindergarten at Owl-St. Matthew and welcomed a new group of toddlers to that location.

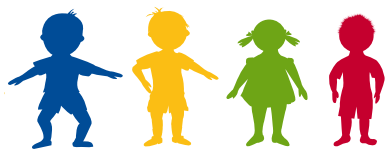


Strategic Priority 3: Advocate for Children

- Provided feedback and informed members regarding Bill 10: Child Care Modernization Act.
- Along with an Owl member, advocated for improvements to the child care fee subsidy program at Regional Council.
- Approval of a Terms of Reference for a new Government Relations Advisory Committee to assist Owl. This committee will advise management on its strategy to influence public policy around child care



Thank you to the management team and our dedicated staff for sharing your passion, love of learning and for giving families peace of mind.



PROJECT APPROACH

PHASE 1: Generate an idea, make a plan, prepare relevant materials.

The preschool children at Owl - St. Nicholas were showing an interest in learning more about beans. Through discussion with the children, the teachers created a simple web. The web is used to draft a plan of where the topic of beans may lead to, what types of things they might want to explore, and how they might explore those ideas. (figure 1)

To better understand what the children want to learn, a discussion takes place. There are three questions asked and the information is recorded. We inquire: **What do we know about Beans?** (figure 2), **What do we want to know about Beans?** (figure 3), and **Who can we ask about Beans?**

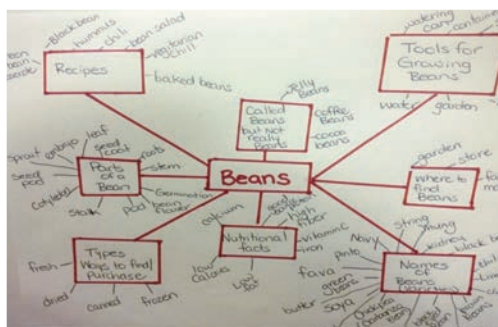


figure 1

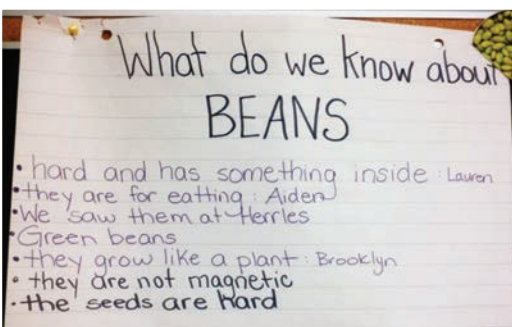


figure 2

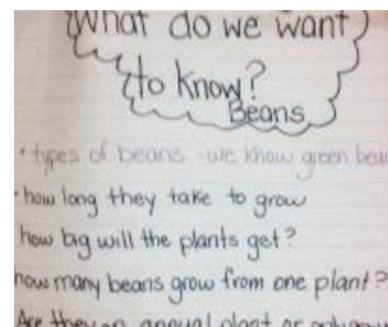


figure 3

PHASE 2: Implement the plan, inquiry based learning takes place, reflect on learning, adjust the plan.

The children prepared for their field work by creating a list of questions to ask the 'Bean Expert'. The class went on a walk to Food Basics to find their 'Bean Expert'. During this week, fresh beans happened to be on sale, so there was a giant bin of beans right at the front of the store! (figure 4)

During the project, the children participated in many learning activities. This phase of the project may take several weeks to complete. Figure 5 and 6 show the children measuring the growth of their beans and recording the data.

In this phase of the project, children will create a plan for a larger scaled activity, or group participation activity. There were a few larger group activities that took place. The bean recipe cook book is highlighted in figure 7. The children made and tasted each of the recipes featured in this book.



figure 4



figure 5



figure 6

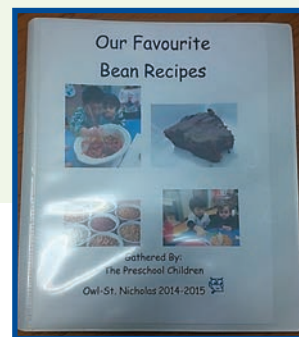


figure 7

LEARNING AT OWL



The Project History Board is a large board in the classroom dedicated to the project. Here the work completed in phase one and two are displayed, (figure 8). This documentation tells the full story of our project work, and it illustrates the learning taking place.

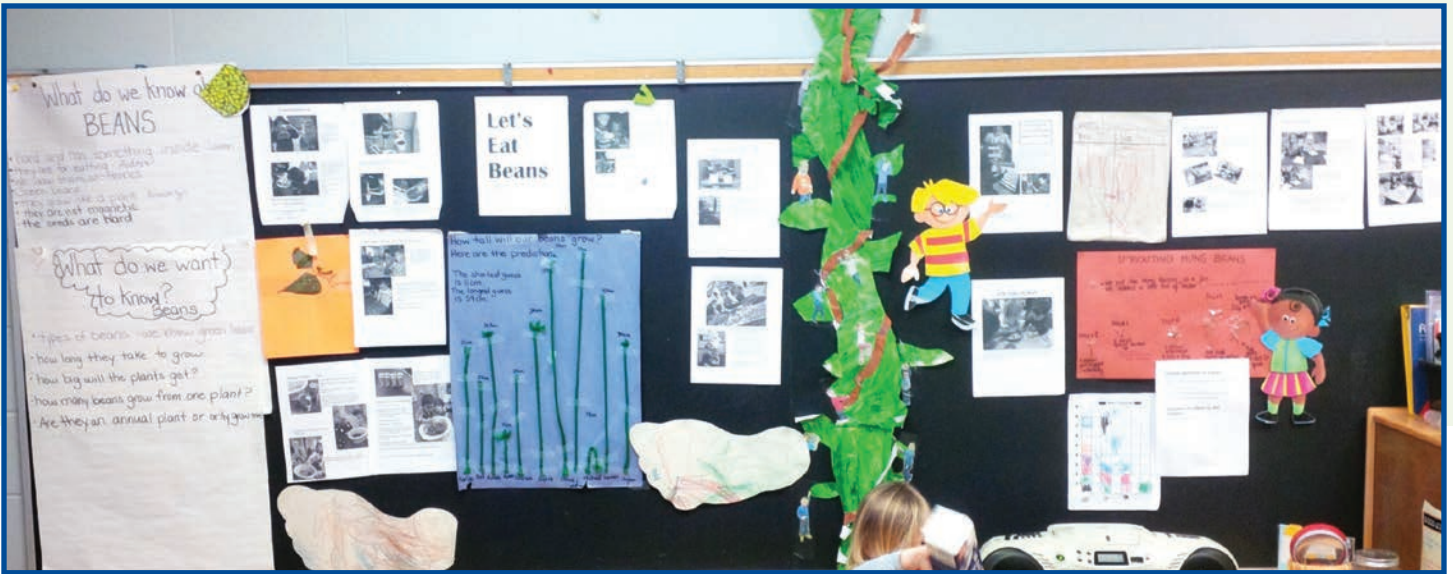


figure 8

PHASE 3: Reflecting on our learning leads us to determine if we have learned what we want to know about beans. It is time to celebrate our accomplishment and provide a summary of our project for families.

The Summary Board of the beans project is shown in figure 9. This board contains a snapshot of the learning that took place, and the activities the children participated in. This was displayed for parents and visitors to read.

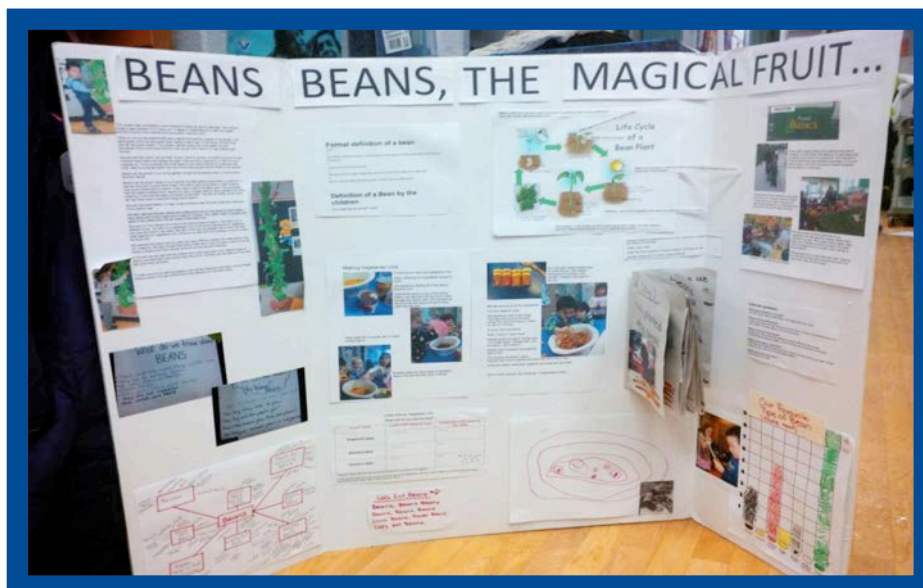


figure 9

Treasurer's Report

Melissa Hudel, CA

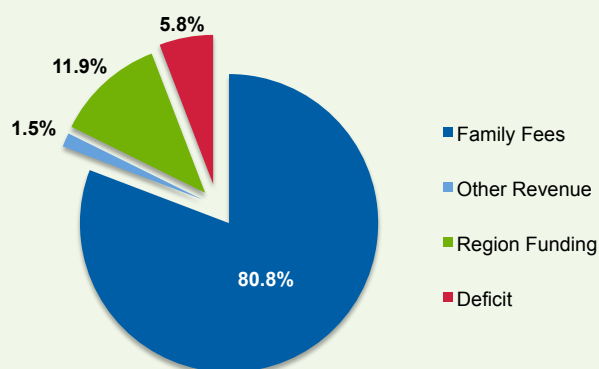


As anticipated, 2014 was a difficult financial year for Owl as total expenses exceeded revenue by \$363,414. This is the second year that the organization has realized a significant deficit, but this deficit was a known outcome of Owl's long-term strategic vision – a vision which focuses on strengthening the core of this organization by investing in our facilities and our quality team of child care providers.

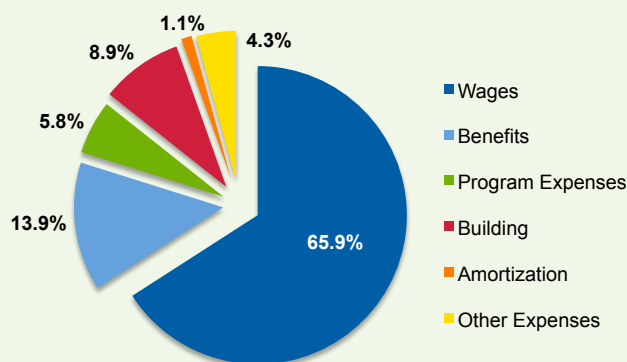
Increased enrolment across all Owl programs contributed to **6.2% growth in child care fee revenue**. **Total revenue increased by 4.4% over 2013**. Other regional funding decreased as grants for the full day Kindergarten transition came to a close. In addition, despite our increased wage commitments, wage subsidy funding remained flat. Reimbursement from the Region for staff replacement costs due to training and development was down slightly.

Staff wages and benefits continue to represent Owl's highest operating expense. In 2014, **\$0.85 of every dollar earned in revenue was invested in our people**. This year was the final year of our accelerated wage increases to retain our staff and stay competitive in this changing child care environment.

2014 Revenue Sources



2014 Expenses



In 2014, \$549,403 was invested in our facilities on rent, repairs and renovations. As local schools finished rolling out full-day kindergarten, Owl also wrapped up its significant renovation projects. We replaced the flooring at Owl-St. Matthew and completed small renovations at our John Sweeney, Lincoln Road and Our Lady of Fatima locations. **Total renovation expenses decreased from \$117,926 in 2013 to \$36,877 in 2014.**

In 2015, Owl will continue to monitor the needs of its members and staff. With a strong foundation and improving financial results, Owl will seek to identify opportunities to achieve its strategic visions of growth and advocacy.

I would like to thank the 2014 Finance and Audit Committee members including: Stephanie Dietz, Andrea McLean, Joanne Tam and Lori Prospero. I'd also like to thank Thomas Hemming, Accounting Manager, for his invaluable contribution this year. Thank you to Brenda Kennedy and Dianne Levasseur for their continued support and dedication.

Finally, thank you to all Owl staff for their hard work, everlasting patience, and for their commitment to Owl and to its families.

2014 Staff

(as of December 31, 2014)



"We feel so lucky to have our daughter attending Owl. The teachers show so much passion, energy and love for these kids that I feel they are an extension of our family. They have helped shape her development in so many incredible ways. There is truly something special going on at Owl that we haven't seen anywhere else."

Owl Member

Administration

Brenda Kennedy
Cheryl Wunder
Chelsey Montgomery
Dianne Levasseur
Kristine Parsons
Lisa Cook
Lori Prospero
Thomas Hemming

John Sweeney

April Sallans
Ashley O'Connor
Brittany Marton
Christine Beitz
Deb Binkle
Debbie McNanney
Emily Burns
Fiona Taylor
Holly Brenton-Battiste
Janeth Rodriguez
Jennifer Schiedel
Jessica Rau
Joanne Neeb
Judy Sgarbossa
Katerina Courtens
Kelley Oliver
Lisa Rae
Michelle Hiebert
Shalyn Reinhart
Shamini Jude
Shannon McKay
Tracey Ruppenthal

Lincoln Road

Courtney Parker
David Eales
Deb Wintrip
Denise Sharpe
Elaine Goldberg
Jaime Hopkins

Kate Delemere

Kathy Dunk
Kiva Brown
Lisa Brown
Mary Klug
Melody Brubacher
Nancy Lazo
Sarah Simpson
Shannon Swanson

Our Lady of Fatima

Ashley Allgood
Chloe Ferrier
Heather Browne
Janice Chubbs
Lisa Rintoul
Maria Falcao
Melodie Kuehl
Natalija Dragovic
Sarah Bryne
Sarah Holland
Shannon Boyer
Susan Eggleston

Saint John Paul II

Amy Keirstead
Ann Lammert
Cara Kieswetter
Connie Dowdall
Corine Losier
Cristina Faria
Jackie Babineau
Jane Cowan
Jennifer Silva
Judy Hackbart
Karen Sutton
Kathleen Henderson
Kathleen Verbeke
Keiko Watanabe
Kim Hilton
Lesley Highmore

Lisa Erb

Sara Arndt
Syreeta Vassell
Tami Sutton

St. Luke

Alisha Williams
Ashley Morehouse
Barbara Florencki
Christine Wagg
Debbie Bourbonniere
Gabriela Costisor
Leanne Wolfe
Marianne McKinnon
Nancy Costa-Abreu
Rachel Shedletzky
Sarah Brown
Shannon Bell
Stephanie Simpson
Taylor Ham
Velvet Bernard
Victoria Koupriakova

St. Matthew

Betty Gliedt
Brittany Huffman
Courtney Taylor
Elaine Armstrong
Heather Bonnett-Culberson
Joanne Thorpe
Kerri Flynn
Marianne Butler
Melissa Reid
Nadine Duimering
Nidya Gamboa
Patti Gear
Rebecca Toohey
Rukmanie Abdulla

St. Nicholas

Ashley Vandermercy
Celine Burley
Denise Acton
Gerri-Lynn MacMillan
Grazyna Sarna
James Lamont
Joanne Roga
Kelsey Gardner
Keri Neeb
Lisa Preiss
Lynette Wagner-Mills
Samantha Hatzinger
Shilpa Rane

Casual Employees

(working > 100 hours in 2014)
Anelia Bakalova
Anika Grahavoc
Ann Gao
Ayata Karimi
Barb Bauman
Bonnie Miller
Catherine Uffleman
Crystal Love-Dundas
Danuta Brodzinska
Desirae Furtado
Emma Harrow
Jeanie Green
Joanna Zamojska
Josephine Allishaw
Kelsey Engel
Michelle Flanagan
Pamela Brule
Patricia Minielly
Shahzad Alia
Simone Haughton
Sonya Hernandez-Dubon
Soudehossadat Seyedebrahim
Sventalana Rabrenovic
Vedia Ferdiner

Soaring high for over 30 years

Cambridge, Kitchener, Waterloo

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519-746-1124 lincoln@owlchildcare.org

Owl-Our Lady of Fatima

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Owl-Saint John Paul II

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Owl-St. Luke

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Owl-St. Matthew

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Waterloo, Ontario N2K 3V6
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Owl-St. Nicholas

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