



Today's Family   
Early Learning and Child Care

**Today's Family Early Learning and Child Care**

44 Greendale Drive, Hamilton, Ontario L9C 5Z4

Hamilton: 905 574-9344

Halton: 289 288-0059

Haldimand and Norfolk: 1 844 574-9344

Fax: 905 574-2684

Legal name: Today's Family – Caring For Your Child

Charitable Registration Number: 0703553-01-14 April 1, 1985

Concept, Writing, Illustrations and Design: WISHART.NET

Today's Family   
Early Learning and Child Care

37th Annual Report  
September 2020

**NOT SO  
LONG AGO  
IN A PLACE  
NOT FAR  
AWAY**



Today's Family was right on track  
For another banner year.  
In fact, up to the very end,  
Our future path was clear.

A year ago, we met with you  
At the Playhouse Theatre show,  
To celebrate all our success.  
Little did we know.



To understand what happened –  
*What knocked us out of line* –  
We'll need to take a little trip  
Backward through that time.

For decades we've been working  
To be the best that we can be,  
Not just for *our* families  
But for the whole community!



We advocate, we educate  
With this long-term goal in mind:  
To create a world where kids are loved  
And everyone is kind.

To make child care more accessible –  
That's why we collaborate  
In so many community partnerships  
To constantly innovate.



We've built a reputation  
For accountability and trust,  
For caring and engagement,  
Families know they can count on us!

So, when the COVID crisis hit  
And most activities were banned,  
We rolled up our sleeves and got to work  
Asking, "How can we lend a hand?"



Although our centres all were closed –  
*That was a scary situation –*

Home child care could continue on  
As emergency locations.



Two of our child care heroes,  
Volunteered to do their part.

Jessica and Nazia  
Opened both their homes and hearts!



For our essential workers they provided  
Child care for free.  
Our partners stepped up to help with  
Much needed PPE.

By Canada Sews and Home Ec. teachers  
Face masks were quickly sewn.  
Natural Playgrounds donated kits  
So each child could have their own.





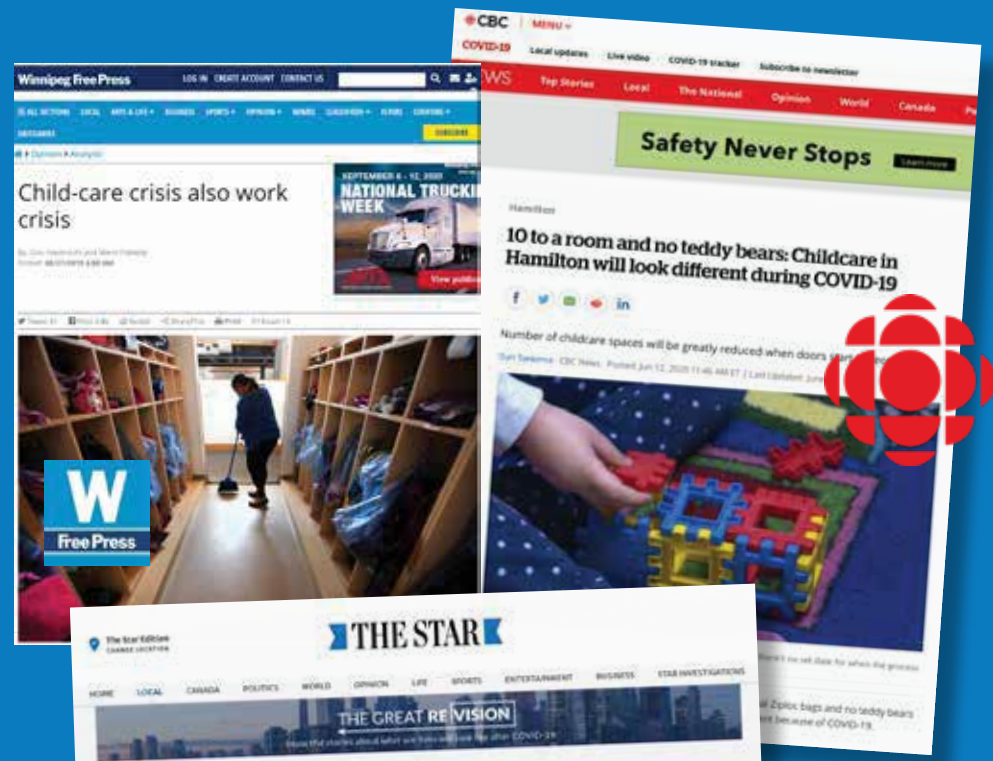
Mabel's Labels did their part  
So risk would be reduced,  
The City of Hamilton pitched in to give  
Our providers a financial boost.

We piloted backyard summer camps  
And held modified camps for the rest.  
We continued to offer EarlyON groups  
To support parents in doing their best.



Flexible and agile as things arose,  
We learned to change on a dime,  
Constantly developing 'Best Practices'  
For this most unusual time.

Our hard work was noticed,  
our learning was sought,  
By reporters from far and from near,  
So, when others start looking  
for what they should do  
They could follow our lead without fear.



What was the secret? Why were we able  
To rise to the occasion this way?  
Our mission and values guided it all;  
From that we never could stray:

Working together to do what is best  
For families every day.  
So that each child in our care  
Has the joy of learning through play!





## THE 2019-20 REPORT FROM THE BOARD CHAIR AND CEO

# TWO WORLDS: BEFORE AND DURING THE PANDEMIC

A report to the community from Board Chair Nancy Korstanje and Chief Executive Officer Marni Flaherty on behalf of Today's Family Early Learning and Child Care

It would be impossible to write this annual report without acknowledging the enormous and unprecedented impact of the COVID-19 Pandemic. Though the virus struck Canada in the last quarter of our reporting year, it has had outsized repercussions on the entire organization. We will address our COVID-19 response as an agency later in the document, but first we will outline the themes that dominated most of 2019 in the world before COVID.

### Reorganization and Renewal

These are the two themes that focused our energies and guided our activities in 2019-2020.

1. In 2019-20, our Senior Leadership Team (SLT) reviewed and developed

job competencies for each position in the Senior Leadership Team. We also created a Succession Plan Document that drives careful and considered team renewal to ensure strong management in the future. This information was presented to the Today's Family Board of Directors.

2. The Board of Directors and Senior Leadership Team led the organization through an orderly transition from the current governance structure to a new one focused on best practices and Board engagement.

The Governance Committee, chaired by **Jeff Valentin**, developed a new Board of Directors' Policy and Procedures Manual. This committee also developed

a Quality and Safety working group of the board, led by board member **Don Jaffray**. The Finance Committee, chaired by **Andrew Welland**, reviewed compliance processes, implemented risk management reporting – such as the *CEO Certificate of Compliance Report* – and reviewed and updated our financial reports to ensure they are complete and transparent.

3. In January 2020, the Board embarked on a strategic discussion that included City of Hamilton staff. A full-day retreat and strategic conversation took place at the Royal Botanical Garden Centre about the direction of Today's Family and its relationship to the City of Hamilton, Regions of Halton, and Haldimand-Norfolk.

It became clear that Today's Family's strategic plan must be more future focused, more high level and less operational. The board committed to being future focused – *preparing for the next 3 to 5 years supporting children and their families and communities.*

Today's Family is committed to the development of a collaborative framework with other organizations supporting the growth of child care and strengthening the system throughout municipalities.

### And then, the Pandemic hit.

We are extremely thankful for our Licensed Home Child Care Team who responded quickly and effectively to the challenges of the virus. We established Licensed Home Child Care for essential workers in partnership with Wee Watch and the City of Hamilton. This was implemented in March, 2020 as part of the Pandemic Plan for The City of

Hamilton and the surrounding areas. It was and continues to be an honour to serve emergency and essential workers and now, all families in the area. We could not be more proud of the providers who safely opened their home to children during this challenging time.

We would like to pay special tribute to out-going board member, **Teresa Bendo**. A big thank you, Teresa, for your support to staff and board during our transition. Teresa's dedication to our mission, her practical advice and public health expertise will be sorely missed. Many thanks to Teresa!

Our thanks also go out to **David Pitt**, board member and supporter of Today's Family for his contributions. And thank you to **Pat Kirkley**, our long-term administrative coordinator. Pat's work has contributed to making Today's Family who we are today. Her calmness, knowledge, skills, and her sense of humor will be deeply missed. We wish her well as we celebrate her retirement.

Finally, none of this would be possible without the hard work of all the people at Today's Family. Our staff has always worked hard for children and families, but never more than during this challenging pandemic. In fact, we have taken to calling the people in our entire organization '**Team Awesome!**'

Nancy Korstanje  
Chair of the Board of Directors

Marni Flaherty  
Chief Executive Officer

## OUR PARTNERSHIPS

# TOGETHER, WE'RE STRONGER

Today's Family would not be able to offer families the services and resources we do without strong, long-standing relationships with organizations throughout Hamilton, Halton, Haldimand-Norfolk, and across Canada. Since 1982, we have been forging these links which grow stronger year by year.

AFFILIATED SERVICES FOR CHILDREN & YOUTH  
ASSOCIATION FOR EARLY CHILDHOOD EDUCATORS, ONTARIO  
BIKE FOR MIKE  
BOYS & GIRLS CLUBS OF HAMILTON  
BRANT HALDIMAND NORFOLK CATHOLIC DISTRICT SCHOOL BOARD  
BROWTE CREEK PROVINCIAL PARK  
BURLINGTON ASSOCIATION FOR COMMUNITY LIVING  
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  
CHURCH OF ASCENSION  
CITY OF HAMILTON  
CITY OF HAMILTON CULTURE AND RECREATION DEPARTMENT  
COMMUNITY LIVING HAMILTON  
COMMUNITY LIVING BURLINGTON  
CULTURE FOR KIDS IN THE ARTS  
EARLY CHILDHOOD INTEGRATION SUPPORT SERVICES  
EARLYON HAMILTON  
FAMILY DAY CARE SERVICES  
FORTINO'S, MALL ROAD  
GRAND ERIE DISTRICT SCHOOL BOARD  
HALTON DISTRICT SCHOOL BOARD  
HALTON REGION  
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  
HALDIMAND-NORFOLK REACH  
HALDIMAND & NORFOLK SOCIAL SERVICES  
HALTON REGION CHILDREN'S SERVICES  
THE HALTON RESOURCE CONNECTION  
HIGH FIVE - QUALITY AT PLAY  
HOME CHILD CARE ASSOCIATION OF ONTARIO  
KNOX CHURCH  
LEARNING ENRICHMENT FOUNDATION  
LYNDEEN CHURCH  
MARSHALL MEMORIAL CHURCH  
MILTON COMMUNITY RESOURCE CENTRE  
MOHAWK COLLEGE  
ONTARIO NONPROFIT NETWORK  
PARKS & RECREATION ONTARIO  
PRESCHOOL INTEGRATION SERVICES REGION OF HALTON  
QUALITY EARLY LEARNING NETWORK  
REGIONAL MUNICIPALITY OF HALDIMAND NORFOLK  
REACH OUT CENTRE FOR KIDS  
SHERIDAN COLLEGE  
SOCIAL PLANNING AND RESEARCH COUNCIL OF HAMILTON  
ST. MATTHEW'S HOUSE  
ST. PAUL'S CHURCH  
UMBRELLA CHILD AND FAMILY CENTRES  
WATERDOWN DISTRICT CHILDREN'S CENTRE  
WEE WATCH HAMILTON  
WESLEY URBAN MINISTRIES  
YMCA OF HAMILTON / BURLINGTON / BRANTFORD  
YMCA HAMILTON



## NAZIA MOHAMMED

# LOOK FOR THE HELPERS

There are times that you want a change – *in your life, or your career* – and there are other times where the world gives you much more change than you bargained for. Nazia Mohammed's planned change was a shift in careers: after working in the dental field for eleven years, she felt the need to pursue her passion, which was to work with children. She earned her Early Childhood Education diploma from Mohawk College and was hired at Today's Family as an ECE float assisting at multiple Hamilton locations.

Everything was going relatively to plan, and then COVID-19 happened. Schools – *and child care programs* – began closing to help slow the spread of the pandemic. "This is happening," Nazia remembers thinking. "The world is changing. What can I do to help?"

Nazia knew what she had to do. She spoke with her family, and decided to run a home child care program to support families who desperately needed child care. "It felt right," she said.

For Nazia, the decision to open her home as an emergency home child care program was an easy one to make. "I was always taught to give back," she told us. "For my own children, my mother is always there to help if I need her. But I knew that there are families

that rely on child care, that rely on us, to be able to work." Nazia decided that she would care for the children of first responders and emergency hospital workers. It was her way of directly helping to fight against COVID-19.

"Today's Family made it very possible," Nazia says. "They provided us with everything that we needed: wipes, touchless thermometers, and protocols to keep us safe." Nazia started her program in April and ended it by mid-July. For her, the home child care

program was always meant to be a temporary reprieve until the system could get back on its feet.

The process of opening her own home child care program was helped along by Lisa Ramage who was her home visitor and mentor at the time. With her decades of experience in early childhood education and home child care, Lisa helped Nazia, who was just becoming acquainted with home child care, make opening her home a seamless operation.

**What does home child care look like in the age of social distancing?** Nazia said that it felt like normal, barring a few extra precautions. Initial parent and child interviews were held over Zoom or a meet and greet outside her home with physical distancing in mind, and when it came time for children to arrive, Nazia would open her doors wide and then stand six feet away from the parents to conduct daily screening.

In addition to her two children, ages seven and six, Nazia provided child care to, depending on the day, three to five additional children – *all of whom were the children of essential workers*. When asked about daily routines, Nazia replied, “I had all school-agers,” she said. “They were still doing schoolwork.” Nazia integrated each child’s daily required school work into their routine which helped the parents a lot knowing that their children were also able to focus on school during care, along with plenty of walks, creative arts and child-led activities.

Despite the relatively easy transition into home child care life, Nazia was aware of the possibility of the children contracting COVID-19 from their parents. “There was one case where a child was dropped off and shortly after had symptoms of an

upset tummy,” Nazia remembers. “But we handled it very well. I called my home child care supervisor, and she told me exactly what to do. The child was picked up almost immediately and everyone was tested.”

The test results came back 24 hours later. “Everything came back negative.”

Nazia says that the home child care experience was overall a positive one, especially for her children. Over the four months, she saw subtle but important changes in them. “This experience made them more mature,” she explained. “They built relationships with the other children. They had opportunities to socialize and make new friends,” which was especially important for the months where they were unable to see their own friends.

Nazia also appreciates what the experience has done for her. She said that the families she cared for were very appreciative of her program and she felt a “mutual understanding” from the parents. She felt an incredible amount of trust from her community, coworkers, and the parents themselves. And now that centres are beginning to reopen, she is happy to get back. “It was a transition,” she said of returning to work. “I went from working with kids in my home to working in a screening position.” Nazia returned to work to screen the programs’ children for signs of COVID-19 to keep everyone as safe as possible. “I feel very fortunate to have this position.” With Today’s Family centres going back to full capacity, Nazia is now back to her float position which includes working with children in different age groups and screening from time to time.

“Let’s see what I can do next!”



DON JAFFRAY

## TOWARDS A SHARING SOCIETY

**Don Jaffray’s commitment to the City of Hamilton is ‘legend’ and although he’s recently retired, he never tires of making the city a better place for people of all ages. As much as any other person, Don has devoted his life to studying the city, learning about what makes it tick, identifying its issues, and looking for ways to make them better. It is this passion for the city and its citizens that had him lead – for forty years! – the Social Planning and Research Council of Hamilton, an organization dedicated to using community involvement and engagement to help raise people’s standard of living.**

**Don remains an Assistant Professor in the Department of Psychiatry and Behavioural Neurosciences at McMaster University. He’s also a valued member of the Today’s Family Board of Directors.**

For Don, everything comes back to a sense of community. “As citizens, we all have a responsibility to engage in our community and contribute to its development as a place that reflects the values we see as important,” he says.

“We have to work together, as a community. We have to listen to people, we have to understand our condition, make sure that we are well-informed, and then we can ask ourselves ‘what

can we do, and how do we do that together?”

The issues that drive Don and that he is most passionate about relate to equality. He believes that when all members of a community have equal access to success, the entire city benefits. The concern is that, right now, there are equity barriers in Hamilton.

Don has an approach to breaking down



those barriers. “We need to be more concerned about one another,” Don says. “I’ve always felt the need for a more equitable community. We need a community that not only cares for each other but finds a way to support each other.”

Child care is one solution that Don believes will create a more equitable community. “We have to grow the availability of child care services, so that they are more available to parents who need that child care support,” Don explains. But just making more spots won’t fully solve the problem. “We need to develop more models and we need to make child care more affordable.” That means, Don says, more public investment into child care.

The importance of child care in his vision of a more equitable Hamilton is what led Don to a seat on the Today’s Family Board of Directors. “One of the things I admire about Today’s Family is that they are paying attention to ‘what’s our condition,’ and what can we do to make it better?” he explains. “But there’s still more work to be done.”

“We have a broader responsibility to understand child care in the context of community,” Don says. “How can child care best be provided considering family constructs, economic and social conditions, and knowledge of healthy development factors?”

Don appreciates the core values of Today’s Family – *collaboration, caring, innovation, and accountability* – and

believes that they are critically important to improving our communities. He also believes that we are making progress. “It can be disconcerting,” he admits, seeing backlash against equitable improvements, but he stands firm. “Look back twenty years: we’ve come a long way! We are winning the battle against poverty, particularly because of a growing concern for children and the need for their healthy development.”

**“We’re making progress, just not every day.”**

Even in the most challenging of circumstances, Don believes that there is always an opportunity to grow together. “One of the few good things about the pandemic is that it has highlighted the importance of child care,” he says. When suddenly there is a lack of a critical service, people notice and are more likely to call for greater support of it in the future. That public opinion might just be the catalyst for change; it might be the inspiration to make a greater investment in equitable child care in the future.

In the meantime, it is up to people like Don to improve the services Hamiltonians already have. As a member of the Today’s Family Board of Directors, Don actively advocates for positive changes which are grounded in the principles of equity, inclusiveness, and community empowerment.

“There is plenty for everybody,” Don says with a smile. “We just need to learn to share.”



**JESSICA HENDERSON**

## **A SHINING EXAMPLE**

**For Jessica Henderson, there was no “before Today’s Family.”**

**The now-supervisor at Huntington Park started as a supply staff while finishing her Early Childhood Education diploma, then worked with the summer camp program before being hired as a permanent Early Childhood Educator at G.L. Armstrong and then Huntington Park.**

**From day one, she knew that Today’s Family was where she wanted to be. “I had Melissa Stenhouse as my mentor, and I 110% lucked out with her,” Jessica said. “Just watching her lead and learning from her, that’s when it clicked that this is where I wanted to be, the people I wanted to work with, and the people I want to learn from.”**

It was this love of the organization that led Today’s Family to ask Jessica to operate an emergency home child care program in the wake of closures due to COVID-19.

“I’m not going to lie, there were the first initial feelings of worry,” she said. “But something that is very important to me is community and serving my community. So, I got over the ‘what ifs’ and realized that this is a lot bigger than me and I needed to help.”

Jessica started her program in early April and ended the program when centres started to open back up in mid-July. Over the course of those months, she welcomed four girls into her home: a set of three sisters who were with her the entire time, and a ten-year-old girl who was with her for three weeks.

Jessica quickly recognized that, as hard as it was for her to operate a home child care program, it was a difficult situation for the children as well. When the three

sisters initially arrived for the screening process, they were very unsure about their new environment. They also had trouble adjusting to the new hours that their parents had to work – getting dropped off early in the morning and being picked up later at night. “Some mornings they would be dropped off at 6am, and sometimes they wouldn’t be picked up until 8:30 or 9pm.”

So, she made great efforts to make the sisters as comfortable as possible. They would take their temperatures together at the beginning of each day, to make sure they wouldn’t feel scared by the thermometer. And Jessica borrowed cots from our Greendale location for the sisters to sleep on so they could keep their relatively normal sleep schedule on days where the parents’ hours were unusual.

Jessica received a lot of support from the parents, who were incredibly thankful that she was opening her home to a family of frontline workers. And she got a lot of help from the ten-year-old, who shadowed her and always jumped at the opportunity to help with tasks and guide the younger girls through activities.

But the biggest change came on their daily walks, when the sisters would notice signs of support for front-line workers on lawns or hanging in windows. “They would ask me what the signs said, and what’s an emergency service worker,” Jessica said. “And then we would talk about their parents, and what I was doing, and why they were in my home. By the end of it, they had a better understanding of what was happening, and what their parents were doing to help the situation that was going on in the world.”

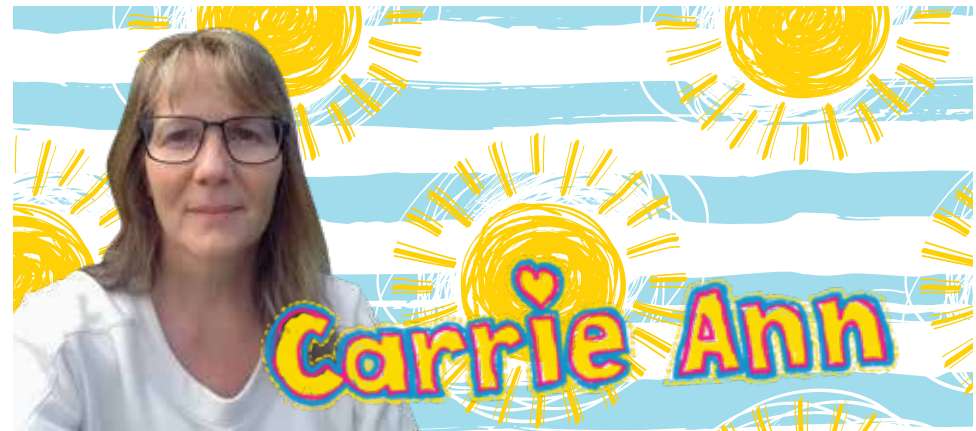
Eventually, the sisters acclimated to their new child care situation. Interactions with all three of them improved as they became more comfortable with Jessica. One shining moment for Jessica was when she caught the oldest sister expressing excitement at being allowed to “hang out with Miss Jess all day!”

“They understood that I was taking care of them so that their parents could take care of other people.”

Their parents were very thankful, as well. “There was appreciation shown every day,” Jessica said. “Every single time I would see them. They would express how thankful they were for the work that I was doing, and that they could have child care while working these crazy hours. I miss them so much.”

Even though she misses the four children, Jessica is incredibly proud of what Today’s Family empowered her to do. “The fact that we were able to open up to the community is how we shine,” she said. She loves Today’s Family as an organization that focuses on community, teamwork, and collaboration. “All of this shines through.”

And she looks back at this stint in providing home child care as a valuable learning experience. “One of the many things I love about Today’s Family is that there’s room for me to grow,” she explained. “And I feel supported while I am growing. There’s always someone to reach out to for help.”



CARRIE ANN MCALPINE

## THE POWER OF POSITIVES

**Every day, Carrie Ann McAlpine makes a conscious decision to ignore the news. “I check the weather,” she says, and that’s it. Although even the weather forecast is prone to be ignored. “No matter what the meteorologist says, the outlook is always sunny.”**

**Don’t worry: Carrie Ann – who has run a licensed home child care program with Today’s Family since 2017 – knows the difference between clear skies and rain. Spend any amount of time with her and you will realize that her ability to see the sun shine in every situation is a result of perpetual, powerful, positive thinking.**

It’s this attitude that has created a positive learning environment for the children of her program. Carrie Ann believes in the power of positive affirmation, with lots of high-fives and words of support whenever her children need it. “Every child is a seed,” Carrie Ann explains. “They need loving attention and nurturing in order to blossom.”

Even when children are, well, children, Carrie Ann is always sure to be encouraging. It’s a strategy that has been incredibly effective, especially when she has worked with children in need of extra support.

Part of this positive environment is

making sure that children understand that “it’s okay to colour outside the lines.” After all, everybody makes mistakes. Carrie Ann takes care to create a safe environment for children to make mistakes – *and learn from them*. She is always quick to own up to her own errors. “I say ‘whoops, I made a mistake,’” Carrie Ann says. “If we show that we’re not perfect, the kids learn from that.” With a chuckle, she adds, “perfection is a flaw and I’m flawless; I make mistakes all the time!”

Carrie Ann’s approach to child care has paid dividends, especially for Stephen, an infant who was delayed when he came to her program. “He couldn’t turn over, he didn’t even understand how





# Today's Family

Early Learning and Child Care



to roll over at 13 months,” recounts Carrie Ann. As Carrie Ann spent time with Stephen, she noticed other issues: he didn’t recognize his own name, he couldn’t pick up food off of his tray, and he didn’t know how to feed himself from a bottle.

Even in infants, a positive environment can have a profound impact. In this case, Carrie Ann’s efforts to help teach Stephen these basic skills were helped by the other children in her program. “I made it a game,” Carrie Ann explains. She encouraged the other children to help Stephen learn how to crawl, offering their own words of encouragement as the infant began to move around on his own.

**“The girls in my care were all little moms!”** Carrie Ann remembers, laughing. The girls, who were 3 and 4 years old at the time, helped Stephen learn how to hold his own bottle.

Over the course of a year, Carrie Ann saw the effect that her positive environment was having on Stephen. By the time he turned 2, Stephen had begun walking, talking, and feeding himself. He could recognize colours and his own name. He was also playing with the older children, mimicking them as they moved from activity to activity. Stephen’s play was a sign that he was developing his gross motor skills as well.

But the story does not end there.

When Stephen returned to her program after being away for a year, Carrie Ann was determined to overcome another huge obstacle. “As soon as I started, he knew I meant business,” Carrie Ann recalls with a smile. “Eight weeks later, he was toilet trained!”

How did she do it? Again, it was by constantly drawing on positive reinforcement at every stage of the process. “I kept telling him, ‘You are awesome!’” Carrie Ann says. “I’m so proud of you!”

Now that he’s four, Carrie Ann believes that Stephen is ready for the next step in life. “He should do really well in Big-Boy School.”

Before working with Today’s Family, Carrie Ann operated a home child care program for many years both privately and with another agency. (She came to Today’s Family because our organization makes everything streamlined for home child care providers and offers support for families that’s second to none). Over the years, Carrie Ann says has cared for countless children, all of whom have been positively impacted by the power of positive reinforcement. When asked about her approach, she shrugs and shares her secret: “I make all children feel special; we all need to feel that way!”

With words of encouragement that shine like the sun, it’s true, *‘the future’s so bright; you gotta wear shades!’*

## 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.



## Financials

Year ended March 31, 2020

**Today's Family – Caring For Your Child**

**Total Revenue of \$15,896,889**

### Sources:

● A	Subsidized Child Care Fees	\$	4,437,167	27.91%
● B	Child Care Fees		5,510,223	34.66%
● C	City of Hamilton		3,367,979	21.19%
● D	Halton Region		296,619	1.87%
● E	Norfolk County		757,354	4.76%
● F	EarlyON		1,383,097	8.70%
● G	All Other		90,431	0.57%
● H	Outreach Services		54,019	0.34%
	<b>Total Sources</b>	\$	<b>15,896,889</b>	<b>100%</b>

### Uses:

● A	Salaries and Benefits	\$	9,705,099	61.05%
● B	Home Child Care Providers		3,220,721	20.26%
● C	Program / Other Costs		1,867,205	11.75%
● D	Rent and Occupancy		598,247	3.76%
● E	Amortization of Assets		215,770	1.36%
● F	Surplus		289,847	1.82%
	<b>Total Uses</b>	\$	<b>15,896,889</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.