



## 2018 ANNUAL REPORT



**If a child is to keep alive their unborn sense of wonder,  
they need the companionship of at least one adult who  
can share it, rediscovering with them the joy, excitement  
and mystery of the world we live in ~ Rachel Carson**

# COMPASS

EARLY LEARNING AND CARE



## OUR VALUES AND BELIEFS

TRUSTING  
RELATIONSHIPS

LIFELONG  
LEARNING

SAFE, CARING,  
JOYFUL PLACES

RESPONSIBILITY  
& ACCOUNTABILITY

COLLECTIVE  
INTELLIGENCE

EQUAL  
WORTH

CHILDREN ARE  
THE HEART





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# EMERGENT LEADERSHIP - REFLECTIONS OF OUR CEO



**SHEILA OLAN - MACLEAN, CEO**

In 2018 we welcomed Minden, Cobourg, Fenelon Falls and a new home child care team in Durham. Our growth is an intentional way to work together on behalf of children and families, sharing the many gifts that we enjoy at Compass, including our total person compensation, value-based policy, self-management, extensive professional learning opportunities, shared leadership, reflective practice, above average wages and benefits and an incredible administrative team that supports program educators as they focus on children's learning and development.

As we grow, we are reflecting on the ways that we can support a culture where each person feels connected to their role, understands their accountabilities and feels joy when they come to work.

Leadership is emerging from all roles within our organization. Our structure is evolving as our understanding of self-management and its possibilities grow. It takes many conversations with open minds and hearts to take this journey and it is encouraging to see that many are stepping up and trying on new ideas and protocols to help them in their journey.

Our daily practice includes playing with ideas, leaning into hard conversations to gain understanding, and making iterations in our practice as we grow our culture of collaboration and learning together.

As always, I am honoured and humbled by the many women and men I get to work with every day. I love my work because of the hard conversations, the joy I see in children's, educator's and parents' faces, and the generous spirit that exists here at Compass. We are making a difference.

A big thank you to our Board of Directors for your leadership and governance. Your passion for Compass Early Learning and Care and your commitment to the success of our organization is a pivotal and essential component of our organizational structure.

We are better together.

This year, the Board of Directors engaged in a process of reflective practice. Initially facilitated by Karen Sjolín, the board set direction for their roles,





# Board of Directors Report

## KATHY WARNER, PRESIDENT

personal and team development and engagement. Here are the highlights of this ongoing discussion.

### Passions that compelled board members to volunteer for boards.

- Focus on families and children
- Focus on quality
- Experience the quality practiced at Compass
- Community involvement
- Professional and personal growth

### Meaningful experiences as board member

- Seeing the growth and evolution of the organization in alignment with our values
- Policy and day to day operations aligned with values
- Growth, both in scope and size, while supporting quality
- Remarkable growth
- Flat organizational structure that aligns with values and values each person
- Alignment of policies and values
- Board leadership for intentional growth
- Deep conversations and probing questions
- Strength of collective intelligence of the board
- Competent staff
- Stewardship of board to maintain democratic organization
- Open and trusting team

### Commitment to keep doing...

- Feeling a sense of responsibility as a board member

- Demonstrating commitment as board member
- Making commitment to attend meeting
- Being curious, asking questions and being brave to ask hard questions

### Opportunities

- Board website and portal - use the website for communication, discussion and recording past minutes and documents
- Connecting more with staff
- Sharing and hearing more about various initiatives at Compass such as the materials initiative, Timbernook and gratitude initiative
- Reflecting on how to support the professional and personal development of each board member
- Create a board calendar of board development events

I am truly curious and excited to see what the coming year has to bring as we move forward learning, exploring, growing and supporting one another inclusive of staff, families, partners and communities. Together Compass Early Learning and Care will continue to inspire ourselves and others along the way.

**PRESIDENT**

**KATHY WARNER**

**VICE-PRESIDENT**

**SARAH STOKES**

**SECRETARY**

**JON GILLAN**

**TREASURER**

**DOUG LYTLE**

# NATURE NETWORK

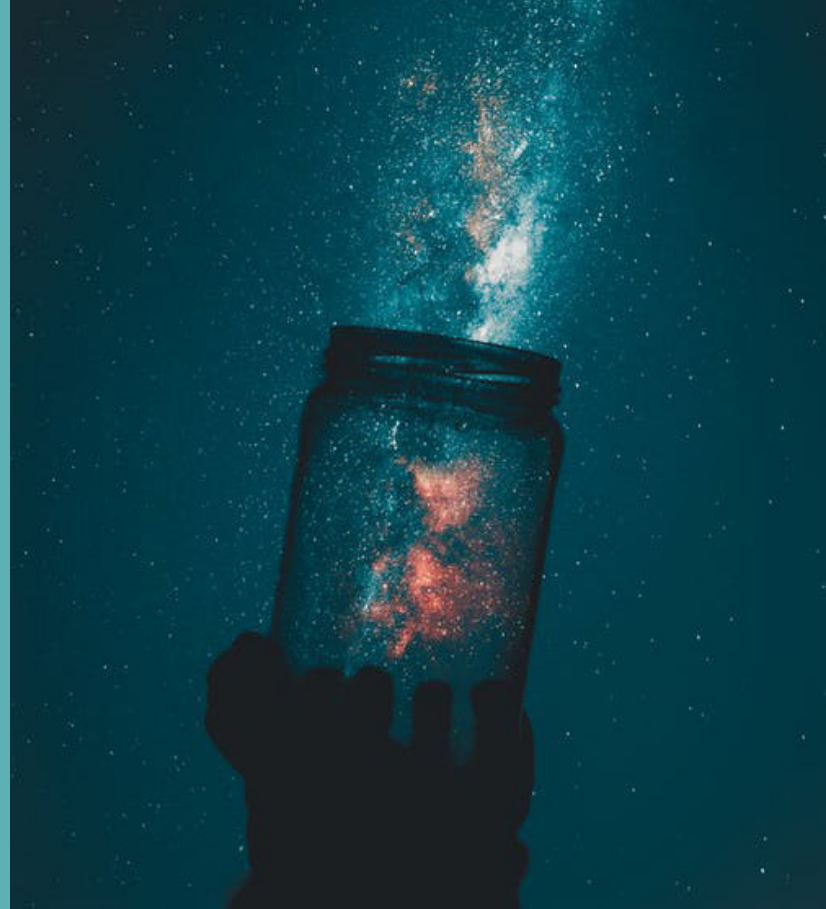
We excitedly embarked on a journey with Pathways to Stewardship & Kinship this year! Four of our centres acted as pilot project sites where we did simple, age-linked “Landmark” activities designed to help children gain vital tools for physical and mental health, and lifelong relationships that bring joy and meaning to life.

As one of the partners involved with the Pathways Project, we are helping to promote the long-lasting benefits of experiences in nature which will benefit our children, our families, and future generations!



“It didn’t matter that it was chilly  
or that the bugs and grass were  
tickling us. The feeling we had  
lying on the hill staring up at this  
immense blanket of stars was  
undefinable. It was wonder. It was  
serenity. It was connection.”

~Pathways to Stewardship  
& Kinship website





# 2018 BOARD OF DIRECTORS

<b>PRESIDENT</b>	<b>KATHY WARNER</b>
<b>VICE-PRESIDENT</b>	<b>SARAH STOKES</b>
<b>SECRETARY</b>	<b>JON GILLAN</b>
<b>TREASURER</b>	<b>DOUG LYTLE</b>
<b>DIRECTOR</b>	<b>KARLA KIELEC</b>
<b>DIRECTOR</b>	<b>RACHAEL TERRION</b>
<b>DIRECTOR</b>	<b>STEPHANIE MAZZOCCA</b>
<b>DIRECTOR</b>	<b>JAMES BRANDON</b>

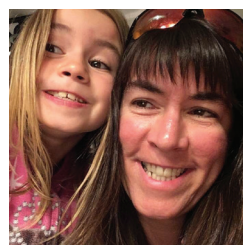
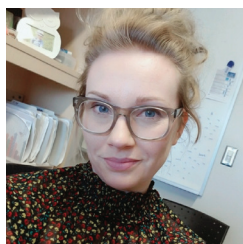


Jon Gillan is a Registered Retirement Consultant and Financial Planner with IG Wealth Management in Peterborough, where he focuses on Tax & Estate Planning and Charitable Giving. Jon was born and raised in Peterborough, and attended Trent University where he studied Politics and Philosophy. He is passionate about building strong communities, and believes that high-quality childcare is a vital pillar of a vibrant, caring community. He is looking forward to his first year on the Board of Directors of Compass.

## Jon Gillan

Compass ELC provides so much care and support to its children and families. Serving on the Board of Directors has given me the opportunity to return some of that care and support to the incredibly loving and dedicated staff of Compass.

## Sarah Stokes



What initially drew me to Compass was their commitment to children, families and high quality childcare. Compass is continuing to expand and offer new programs based on community need. One of the things I love about Sheila and Compass is their compassion and understanding of how important it is to treat employees well.

## Karla Kielec

Compass ELC will always be at the core of my heart. I worked at Compass for 16 amazing years, filled with great friendships, continuous learning and incredible experiences. It shaped my being and influences how I am as a parent. I have great pride for the organization. It's a different experience to now be a parent and see this through another lens, and the experiences of your own child. I'm fortunate that my child is growing up in such an amazing place, with loving and encouraging people. Documentation means so much more to me and is such a valuable window into my child's life.

## Stephanie Mazzocca

As Compass Early Learning and Care continues to rapidly grow and evolve, I am proud to be part of this organization that holds its values and beliefs in high honour in guiding the way. Children are the heart of CELC, and the remarkable staff work hard to ensure this value is at the center of everything they do."

## Kathy Warner RECE



# GROWING, DREAMING, IMAGINING

## JILL WICKINS, DIRECTOR OF OPERATIONS

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2018 was an exciting year for developing new partnerships and relationships and embracing new ideas.

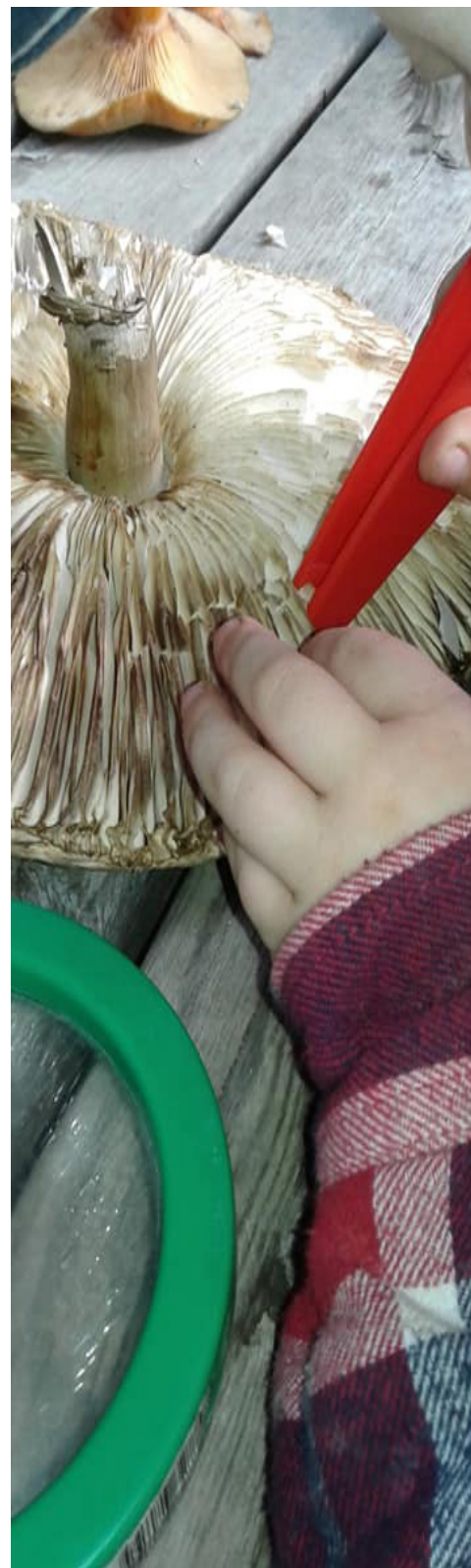
Over the past year we have had several opportunities to offer professional learning to think with staff about licensing and policy development. We used this time together to discuss how and where our policies reflect CELC values and beliefs, and how we can live into our program statement. We also discussed our shared vision of seeing everyone at CELC as capable and competent.

Early in the year, the administration team, Home Child Care team and School age teams began to dream of how our new administration space could look, and how we could create a sense of belonging, wellbeing and functionality in the design. We worked closely with Peterborough Housing project team to develop new plans and spaces, each having individuality and great places to meet and think together. We are anxious to see the outcome later this year. The Janet Castle Early Learning Centre has been delayed slightly and is now scheduled to open by mid-July 2020.

Mid-year we welcomed the Minden and Archie Stouffer teams to Compass Early Learning and Care. These little centers in the middle of Minden were full of passionate families, dedicated staff and wonderful children, and we were delighted to have them join us. The staff, families and community were all excited to receive funding to grow the center to include 10 infants, 5 more toddlers and 8 more preschoolers. We are currently working on plans and hope to begin renovations in fall of 2019.

In September we welcomed CELC-Warsaw and CELC-Fenelon into the Peterborough School age programs. Thank you to Kawartha Pine Ridge & Trillium Lakelands District School Board staff for the warm welcome and to the school communities for their support.

In November 2018 we partnered with a new community and child care program. Welcome to CELC-Cobourg in Northumberland County. 20 new educators/staff and 85 families joined Compass Early learning and care. This center is on the north end of Cobourg, on a beautiful piece of rural property. We are excited to be part of the Northumberland community and look forward to growing and working together.







# HUMAN RESOURCES

## JENNY CULLEN, DIRECTOR OF HR

2018 brought with it some excitement with initiatives to share as the Human Resources Link. Our HR team grew from two to four fabulous people. Valarie McGee joined us in September 2018 and Ryan Heath joined Amy Starman and I at the end of the year. We are looking forward to working together in 2019 to streamline our processes and shift our HR practices to align more closely with a non-hierarchical, self-management model as we support the organization in its continued growth.

As we live into our values, we have made some changes to our interview process. We now give interview questions to candidates before the interview since we hire for dispositions and want to set up our candidates for success. The questions we provide are reflective and designed to evoke the candidate's story. We have found this to be very successful.

At the end of our Group Interviews for supply staff, candidates give themselves their own reference in order to meaningfully reflect on how their skills and passions would contribute to our organization.

Our Lead Networks came together to reflect on clarifying their roles, defining accountabilities, and stating purpose. This is ongoing work to help clarify and differentiate between roles. We started on this in 2018 and will continue working together on this with our Lead Networks into the future.

A Compensation Group was established in November to review and make recommendations for our wages and total person compensation. This group will prepare a report early in 2019 to guide our compensation practices into the future.



**351** TOTAL # OF EMPLOYEES

**190** FULL TIME/PERMANENT

**161** PART TIME/CONTRACT/SUPPLY

**122** NEW HIRES IN 2018

**48** 10+ YEAR EMPLOYEES







## RELATIONSHIPS NETWORK

**JENNY CULLEN, DIRECTOR OF HR**

The Relationship Network has become a social committee. Our focus based on results from a staff survey was to plan staff gatherings and family events. A holiday celebration was held in November and money raised through wreaths, created by our programs, was donated to the Toy Drive. We look forward to more exciting events in the coming year.

After completing a Coaching Series with Karen Sjolín, we collaboratively created a Culture at Compass ELC document. Sheila and I have started a Culture Professional Learning series which will continue on in 2019. This series linked to our value of 'Safe, Caring and Joyful Places,' was very well attended, and is helping to grow a culture of gratitude and kindness in the organization, as well as showcasing how we want to be together as a work family.

We look forward to continual reflection on our HR practices as we shift our organizational structure to linear, self-management, distributed accountability and authority.

**\$630 WAS RAISED FOR THE TOY DRIVE AT OUR HOLIDAY PARTY FOR CHILDREN IN NEED IN OUR COMMUNITY.**





## PEDAGOGY

### LORRIE BAIRD, EXEC. DIRECTOR OF PEDAGOGY

It has been a year of rich learning and much growth for our expanding pedagogical team. Over the last year we have been committed to creating solid systems and structures to support reflective practice and classroom research, and it has moved us all. We recognized that each of our programs is unique with their own traditions and rituals that are an important fabric to who we are as a larger organization. We also considered the shared pedagogical practices that connect us all. We reflected on how we share children's learning through research, portfolios, daily explorations, how we welcome and transition children and how we reflect and think together in our pedagogical team and individual meetings. In support of this work we developed and adopted protocols that allowed us grow a deeper understanding of the power of reflection and inquiry. It has been a transformational year and we know the year ahead will bring more opportunities to reflect again so that we continue to create a space and place for living and learning together.

## PROFESSIONAL DEVELOPMENT

It has been an incredible year of learning and development in our organization. The dedication of staff and their desire to engage in professional development continues to inspire us all. Our internal calendar has grown to encompass our strategic plan and include learning opportunities connected to our pedagogy, administration and leadership as well our culture and wellbeing. Together we have explored ideas connected to observation and research, anti-bias goals, leadership as coach, , connections with nature, licensing and policy development, mindfulness and wellbeing, the language of materials... and so much more. We also had opportunities to attend external professional development this past year including the London Bridge Study Tour, Work Human, Canadian Reggio Emilia Study Tour and many other local conferences and sessions. Each of these opportunities shapes us in our practices, invites us to question our certainties and builds a stronger place for children, families and educators.







## CONSULTING

**LORRIE BAIRD, EXEC. DIRECTOR OF PEDAGOGY**

It is hard to believe that we are now in our 15th year of moving to a child centred, inquiry approach to learning together. In that time, we have learned a great deal, made a lot of really important discoveries and build a solid structure for pedagogical leadership. We continue to move towards our goal to share our approach, values, guiding principles, and our lessons learned to help other early learning and child care organizations on their own journey and evolution. This past year has been busy to say the least. This graphic provides a window into the communities we have supported throughout North America.

CurveLakeFirstNationMilton  
Cobourg  
Millbrook  
Barrie  
Orangeville  
Oakville  
Windsor  
BritishColumbia  
PembrokeEdmontonHamilton  
BellvilleMississauga  
WasauksingFirstNation  
BramptonPeterborough

# FINANCE & ADMIN

**ASHLEY COLLINS, FINANCE DIRECTOR CPA, CA**

**“A good financial plan is a road map that shows us exactly how the choices we make today will affect our future”. – Alexa Von Tobel**

Our focus in 2018 was sustainability as we continued to work towards our prudent financial plan. We intentionally budgeted to end the year in a surplus and are happy to report that we were able to meet this goal ending 2018 with small social profit equal to 3.4% (\$519,637) of our total revenues.

This was possibly due to strong year over year growth in fee income of approximately 15% mainly attributed to growth in home child care, many of our school-age programs and welcoming a new program in Minden midway through the year. We were also grateful to have received municipal grants to support this expansion and continued to engage in financial management practices that align with our values in order to utilize the resources we have available as effectively as possible. Some of these practices include our collaborative value-based approach to budgeting, reducing expenses by looking for ways to gain efficiencies, and expanding our services to include things such as consulting in order to build sustainable revenue sources and keep parent fee increases as low as possible.

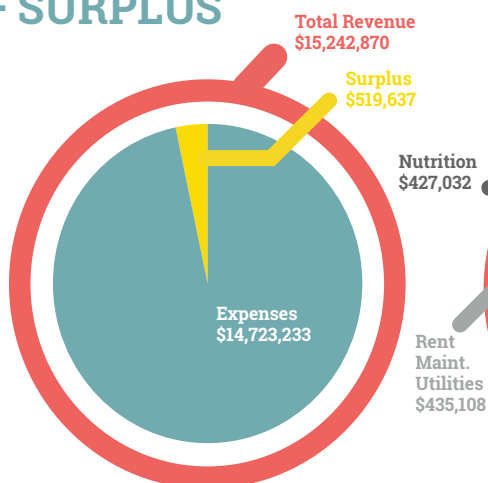
We transferred the available operating surplus into our internally restricted reserves which consist of a contingency, new centre, and a program improvement

reserve; the third being newly added this year. The board has established the contingency fund to build a reserve to cover three months of operating expenditures and with the current year transfer we are just shy of having a fund equal to one month's expenses. We will continue to work towards building this reserve as part of our prudent financial plan. The board has also established a new centre reserve that contained a historical contribution in addition to a small transfer from the current year surplus to be used towards the capital costs of a new program. We are excited to share that we are currently working towards building a new centre in Peterborough that will be opening in 2020 and include 49 new spaces (infant, toddler and preschool)! The third reserve was established this year to cover the costs of any major capital or other essential program improvements, when municipal funding is not available. Children are at the heart of everything we do, and we believe that a strong financial plan is critical to ensuring we can continue to provide children and families with the high quality care they deserve.

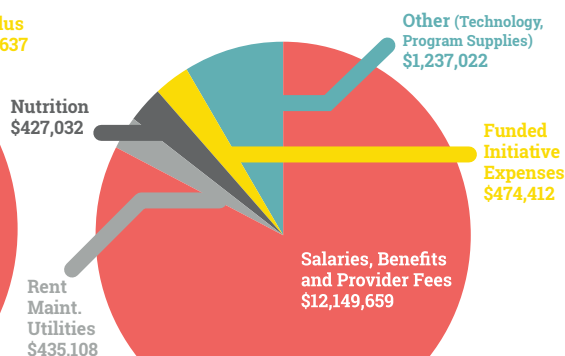
Looking forward, we are excited to share that we welcomed a new program in Cobourg and will be expanding our services to include Home Child Care in the Region of Durham in 2019.

Thank you to all of our families for entrusting us with the care of your children and allowing us the joy of being part of their early learning experiences!

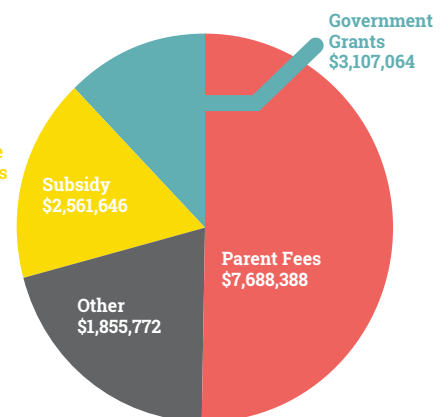
## TOTAL REVENUE + SURPLUS



## EXPENSES



## REVENUE





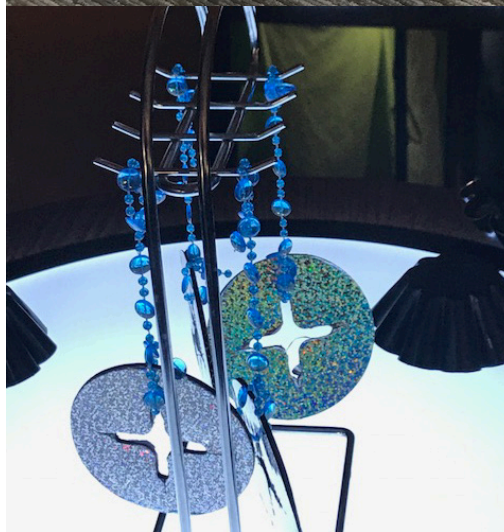
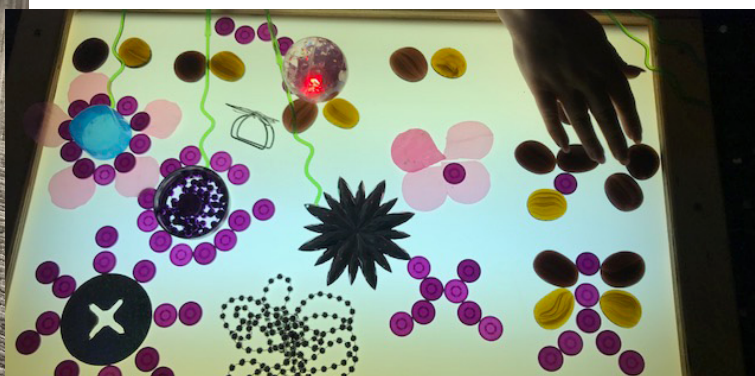


## PROJECT

**ANGELA HOAR, MATERIALS COORDINATOR**

We welcomed 110 educators from across Ontario to our 2018 Summer Atelier at our Admin Office.

After one year this project has grown and is becoming recognized in our community. Many stores, businesses and community members have committed to donating their cut offs and recyclables. Our programs are receiving these materials to create beautiful and inspirational invitations for play for the children. Compass ELC educators have welcomed loose parts into the classrooms and know the value of loose parts as tools for children's learning. We look forward to the future developments and possibilities for this growing initiative both in our classrooms and communities.





# TIMBERNOOK

## JENNA TRUMBULL, TIMBERNOOK

It has been one year since Compass ELC embarked on the incredible journey of bringing TimberNook to Ontario. It has been a whirlwind year of excitement, learning, love and growth.

TimberNook is not your typical nature program. It provides a transformative experience that weaves the therapeutic aspects of nature with child development, creating a program that supports the whole child.

Partnering with TimberNook has allowed Compass to emerge as a leader within the growing movement of outdoor education in the Early Years. We have brought the very first TimberNook Certified program to Ontario, showing the commitment we have to being at the leading edge of current research.

Launching our programs in May of 2018, we ran 8 full weeks of Summer Camps. From September 2018 to March 2019, we have welcomed almost 1000 children into the forest through PA Days, Class Trips, and Holiday Camps. We are already near to selling out multiple weeks of our 2019 Summer Camp programming, and trends show that our numbers are only going to grow.

We have run 2 successful sessions of playgroups with our Home Childcare Providers for children 18 months to 4 years old. With almost 24 children in the forest every week, we are hoping to continue this amazing partnership!



Most recently, we have partnered with Riverview Park and Zoo and the Township of Douro-Dummer, in order to provide even more programs. By obtaining more land to play on, we can offer a variety of programming for multiple age groups. We are beyond excited for these partnerships and what it means for the outdoor movement within Peterborough and the Kawarthas.







## ANTI-BIAS AND SOCIAL JUSTICE LEARNING

**BETHANY CARTER & DIANNE TRAYNOR**  
**PEDAGOGY LEADS**

2018 marked the starting point of a series of very important conversations within Compass Early Learning and Care as we began to unpack ideas surrounding Anti-Bias Curriculum. Inspired by Sarah Felstiner, and a commitment to exploring one of the foundational conditions of 'belonging' in 'How Does Learning Happen,' curious and passionate educators joined Dianne Traynor and Bethany Carter through a six-session series to think together about the challenges that our families and communities face with regards to socio-economic status and family structure, race and culture, able-ness and disability, indigenous awareness, gender identities, and relationship orientation. They also

Our approach throughout this series was to:

- Start or continue conversations
- Challenge our certainties and work together with authenticity, joy and curiosity
- Connect this work to children's literature
- Unpack and reflect on language
- Connect our reflections to statistics and facts (using the Three Fields of Knowledge)
- Use stories from our classrooms to connect more deeply and personally to the topics

Each session operated using the following agreements:

- Stay engaged
- Speak your truth
- Experience discomfort
- Expect and accept non- closure
- Listen for understanding
- No fixing
- Take Risks

These sessions and the important dialogues they inspired will continue as we explore through Anti-Bias Communities of Practice, and consider how our organization can grow within the framework of Anti-



# WE ARE PROUD TO WELCOME THESE NEW COMPASS ELC PROGRAMS:

WARSAW  
(DOURO-DUMMER)



FENELON (CAMERON)



MINDEN & ARCHIE  
STOUFFER  
(HALIBURTON)



COBOURG  
(NORTHUMBERLAND)





## DID YOU KNOW WE ARE A NOT-FOR-PROFIT, CHARITABLE ORGANIZATION?

Compass Early Learning and Care is a progressive, not-for-profit, charitable organization where we work collaboratively to provide excellence in early learning and care. The richness and uniqueness of our learning environments are in invitation for adults and children to discover the joy of learning together.

We are recognized as a provincial leader in early learning and childcare. Our programs focus on: Full-Day Child Care, Before/After School Programs including Summer Camps, Home Child Care for more than 2000 children, ranging in age from 6 weeks to 12 years.

We employ 360+ staff and offer 35 licensed programs across three municipalities. Our Professional Development offerings support the growth and development of staff members, and our Pedagogical Consulting Services offer training to organizations across the province, throughout Canada, and internationally.

## OUR CHARITABLE MISSION

We are continually looking at ways to develop our programs, to stay current in research and best practice and to further our high standards of early learning and care.

We know that parent fees alone cannot provide all of the funding needed in order to achieve all we dream of, and all that children deserve. Our charitable, not-for-profit organization aims to grow organizational and community capacity, create meaningful learning environments and experiences, and share our journey of learning.

## SOCIAL MEDIA



**ROLLING HILLS**



**MILLBROOK**

**Thank you to everyone who participated in our fundraising efforts in 2018!**

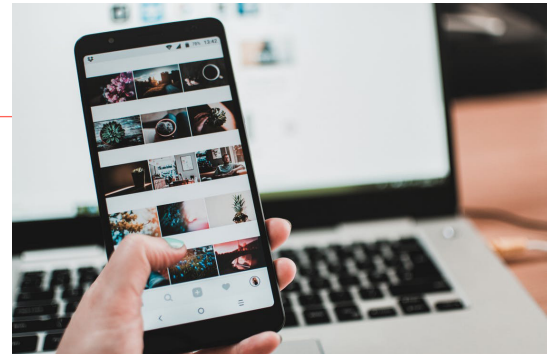


**FOLLOW US ON INSTAGRAM  
TWITTER & FACEBOOK!**

**CHECK OUT OUR  
NEW WEBSITE:  
[www.compasselc.com](http://www.compasselc.com)**

**SUPPORT OUR  
FUNDRAISING INITIATIVES:**

- **Canada Helps**
- **Mabel's Labels**
- **Make it Sow seeds**
- **Turmeric Tea**





Durham Behaviour Services  
 Grandview Children's Centre  
 Investing In Quality Initiative - City and County of  
 Peterborough  
 Kawartha Lakes Fire & Rescue Service  
 Kawartha Veterinary Association  
 Kinark Child and Family Services  
 Kingsway Arms Retirement Home - Bowmanville  
 Ontario Coalition for Better Child Care  
 Ontario Early Years - Haliburton, Victoria & Brock  
 Ontario Early Years - Peterborough  
 Ontario Ministry of the Environment  
 Peterborough Public Library  
 Princess Gardens  
 Scholars Choice  
 Selwyn Public Library  
 Sullivan's General Store - Ennismore  
 The Little Building Company  
 Township of Selwyn Fire Department Trillium  
 United Way - City of Kawartha Lakes

## FUNDERS & SERVICE SYSTEM PLANNING

City of Kawartha Lakes  
 City and County of Peterborough  
 Children's Services - City of Peterborough Community  
 Living Central Highlands  
 Durham Region Children's Services  
 Five Counties Children's Centre  
 Human Resources Development Canada  
 Ministry of Child and Youth Services Ontario  
 Ministry of Education  
 North Kawartha Community Development Group  
 Northumberland County  
 Peterborough & District United Way  
 Resource for Exceptional Children - Durham Region  
 Service Coordination for Children and Youth –  
 Peterborough and Northumberland

## EDUCATIONAL PARTNERS

Durham College - ECE Program  
 Harvest Resource Associates  
 Fleming College - ECE Program  
 IE Weldon Secondary School  
 KPR District School Board  
 Lakelands District School Board  
 Loyalist College  
 PVNCC District School Board

## VOLUNTEERS

Jesse's Tap & Grill  
 Mike Ashton  
 Steve Brasier  
 Bill Chamberlain  
 Andrew Compton at Fastenal Inc.  
 Doug Copeland  
 Julia Cruickshank  
 Makenzie Cruickshank  
 Kerri Dalzell  
 Charmaine DeLong  
 Samantha Deyell  
 Marie Harper  
 Ron and Cullen Hoar  
 Kyle Howell  
 Brooke Lynch

Milne Family  
 Jessica Lowes  
 Brett Mitchell  
 Susan Monteith  
 Gina Nicholson  
 Ben Parkes  
 Matthew Putnins  
 Kevin Saltern  
 Steven Phillips  
 Stewart "Grumpa" Stainton  
 Shannon Stewart  
 Thomas Family  
 Courtney Wilson  
 Barry Traynor  
 Dianne Traynor  
 Keith Traynor  
 Mike Young















### Parents as Partners

Families know their children best and we believe their contributions are essential to their child's learning and development.

### Expression

We create a safe environment where the voices of children, educators and families are valued. We welcome all perspectives as an important part of building relationships and creating quality early learning.

### Wellbeing

We offer joyful days of learning and laughter and time to discover and experience the world. Our nutritious meals are an important part of creating a healthy lifestyle.

### Environments

Our playrooms are designed to engage children's natural desire to explore and discover the world around them. We hold a deep respect for our environment, offering children many opportunities to connect with nature.

### Community

We promote and value a sense of personal integrity, social responsibility and respect for ourselves and others. We practice the principles of democracy and social justice in our organization and communities.

### Leadership

As dedicated leaders, we are committed to advocating for the highest quality of care in our community and across the province.

### Life-Long Learners

Growing and learning together is a lifelong journey that happens every moment of every day. We provide time and resources so that each child can benefit from the latest research and best practice in early learning.



Together we discover the joy of learning.

**Thank you to all Compass ELC staff,  
families, volunteers & funders who help  
build our vision of a place where children  
are valued as citizens of today; where  
the principles of democracy guide our  
relationships with children, families,  
colleagues and our community.**

Compass Early Learning & Care  
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Peterborough, ON K9J 1W1