

# 90 Years of Resilience



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Our programs and services are designed to enrich our community—creatively, respectfully, and in collaboration with the children, parents, corporate partners, donors, volunteers and staff who make up Macaulay.

# Introduction

# About Macaulay

Established in 1932, Macaulay Child Development Centre is a multi-service agency committed to helping all children reach their full potential and thrive. Knowing that the best way to help a child succeed is to also support the child's family and community, we offer a wide range of programs and services for children and those closest to them:

- Promoting healthy child development, self-esteem and essential skills
- Nurturing strong families and encouraging effective parenting
- Providing specialized supports for children most in need

Macaulay is an advocate and a leader in community initiatives that strengthen our capacity to deliver effective and impactful early years services. With more than 90 years of experience, our organization excels at:

- Leading the way with creative, effective responses to emerging needs
- Collaborating to build inclusive communities that respond to the needs of all children and families

## Vision



All children reach their greatest potential within engaged families and equitable communities.

## Mission



Macaulay welcomes all children and fosters their healthy development. We develop and deliver quality programs and services that are evidence-informed, responsive, inclusive and equitable. We do this by partnering with families and engaging with the broader community.

## Values



- Accountability
- Collaboration
- Equity
- Inclusion
- Integrity
- Mutual respect
- Quality

# Messages from our Chair of the Board and Chief Executive Officer

## Message from the Chair of the Board of Directors

On behalf of the Board of Directors, I am incredibly proud of the progress we have made over the past year, and I would like to take this opportunity to express my gratitude to all the dedicated individuals who have contributed to our success.

This past year brought numerous challenges to our agency and the communities we serve. Despite these challenges, there was much to celebrate. As we marked our 90 years of service to the community, we welcomed the introduction of the Canada-Wide Early Learning and Child Care (CWELCC) system, experienced rapid growth within our child care programs and across the agency, and launched our new name and brand. In December, we had a chance to look back over our nine decades of service and accomplishments at Macaulay's 90th anniversary celebration and community open house.

None of this would have been possible without the dedication and expertise of Macaulay's leadership team, staff and providers. Your hard work, creativity and commitment to our mission were the cornerstones of our achievements. I would also like to acknowledge the vision and leadership of our Board of Directors.

We are especially grateful to our government and private sector partners for their generous support and confidence in our work. We are also honoured to have partnered and collaborated with other agencies and leaders for the benefit of our local community.

Looking ahead, we are motivated about the opportunities that lie before us. We are committed to building on our accomplishments over the past 90 years and working together with the families and children we serve. We will continue to work in partnership with families to improve our programs, expand our services and forge new connections to ensure that every child has the opportunity to reach their full potential and thrive.

Thank you for your interest in our work. Together, we can make a lasting difference in the lives of children and families, and build a more equitable future within Toronto.

With gratitude,



Anne Marie Predko, **Chair of the Board**  
**Macaulay Centres for Children**

## Message from the Chief Executive Officer

I am proud to share with you Macaulay's annual report for the year 2022. As we reflect on our 90-year history, we remain committed to our founding vision of providing high-quality child care and community services to those in need.

Over the past year, we have made significant strides toward achieving our mission. We continued to provide top-tier services to children and families, including those with extra support needs, through our licensed child care program and our wide range of community programming. With a focus on children and families living in high-need and marginalized communities, we innovated, collaborated and engaged with families in response. In 2022, many sectors, including the early learning and child care sector, faced increased pressures, putting constraints on recruitment and retention of staff. Through tireless advocacy at all three levels of government, we pushed for better wages for our ECE workforce, as well as increased recognition of the value they bring our sector and our community. In concert with these efforts, our dedicated staff and volunteers continued to work tirelessly to provide safe and nurturing environments for children while also offering families various programs, initiatives and workshops.

One of our key achievements this year was our enrolment in the Canada-Wide Early Learning and Child Care system, which promises to provide affordable, high-quality child care options for families. As we prepare for the implementation of this new child care model, we are gearing up to build our capacity and preparing for stronger engagement with key stakeholders and communities in need. As a result, we will be well positioned to better respond to the needs of children and families.

Another milestone was the creation of a new brand identity, one that more clearly communicates our multi-service offerings of community services and child care—while maintaining our friendly smile. From the Great Depression to the global pandemic and everything in between, Macaulay has been here for families, and we will continue to do so for the next 90 years and beyond, with a new name, a new vision and a renewed commitment to helping children and families reach their full potential and thrive.

As we look to the future, we will continue to prioritize marginalized and high-need families, and we remain committed to equity, diversity and inclusion across the agency. We will continue to lead and advocate for the early years sector and for the rights of all children and families. And we will continue to listen, learn and respond to all children and families in our community.

While there is still uncertainty ahead, Macaulay will continue to be there for families. We are excited to see what the next 90 years will bring, and we hope you will continue to join us as we strive to create a brighter future, where all children can achieve their greatest potential.



Trevor McAlmont, **Chief Executive Officer**  
**Macaulay Centres for Children**

# Our impact



## By the numbers

5,513

children served

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3,924

adults served

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1,353

children with extra  
support needs

## One family's story

“Our family has been a part of the Macaulay community for eight years.

My son had just been diagnosed with autism when we first enrolled in Macaulay's child care program. Deciding to place your child into daycare is very difficult for most parents. We worry about our child's safety and whether their needs will be met. We wonder if they will be loved and cared for. Placing an extra support needs child into daycare is even more difficult.

The wonderful Macaulay staff put my fears to rest. The team is incredible with my son. They are patient and kind, and work tirelessly to include him in all activities. They accommodate all of his needs and keep me updated on his progress. They show him love and affection, and comfort him when he is upset.

Throughout the years, we have spent countless hours in various therapies, and while these have helped him, most of his progress can be attributed to his time with Macaulay.

He has learned numerous words and skills here, such as running, jumping and riding a bike. He has made friends and learned to share toys. He has even learned to try and enjoy new foods due to the snacks and healthy meals served here.

The staff at Macaulay have always been open with the children about my son's exceptionalities and have encouraged the other children to include him in their activities. They have fostered a safe and welcoming environment for all of the children and have gone out of their way to ensure that my son feels special and not different.

There truly aren't enough good things that I can say about Macaulay and the staff who care for the children there.”

### In their words: The Macaulay community

“Macaulay means to me: happiness, community and having fun with friends.”

“Macaulay gave us a second family; it is a go-to place for us. That's Macaulay.”

“There is a saying that you need a village to take care of and raise a child ... the best thing about Macaulay is that the staff and parents became my village ... helping me every week to smile and giving me advice and tips. It has been more than great to be part of this group.”

“Macaulay gave me the skills and confidence to better support my child.”

“Thanks to Macaulay, we were able to identify our child's extra support need and access a diagnosis.”



It is with great joy that we celebrate 90 years of service as a non-profit child care and community service organization. For nearly a century, we have been dedicated to serving children, families and communities with the utmost care and compassion.

Throughout the years, we have witnessed countless success stories and have had the honour of being a part of so many families' journeys, thanks to the hard work and dedication of our staff, volunteers and supporters.

As we reflect on the past, we are reminded of the countless challenges we have faced and the resilience we have shown. Through it all, we have remained committed to our mission of supporting families and children in need.

As we look toward the future, we are excited to continue our work and serve the community for many more years to come. We are dedicated to continuing to adapt and evolve to meet the changing needs of those we serve.

Thank you to everyone who has been a part of our journey. Your involvement has been invaluable, and we look forward to continuing to work together to make a difference in the lives of those around us.

# Celebrating 90 years of service

# Hazel's story

Hazel Macaulay had a vision.

In 1932, during the Great Depression, she saw a need. And together, with the help of a group of women—formerly known as the “Cradleship Creche”—she met that need.

Hazel was married to Leopold Macaulay, who was a former MPP for York South. With her community facing a crisis and families lacking income, she wanted to do something to help the constituents in her husband's riding. With limited opportunity for work, many families required both parents to leave the home to look for employment, and no one was left to watch the children. And so, Hazel and the Cradleship Creche began providing care for children in a church basement.

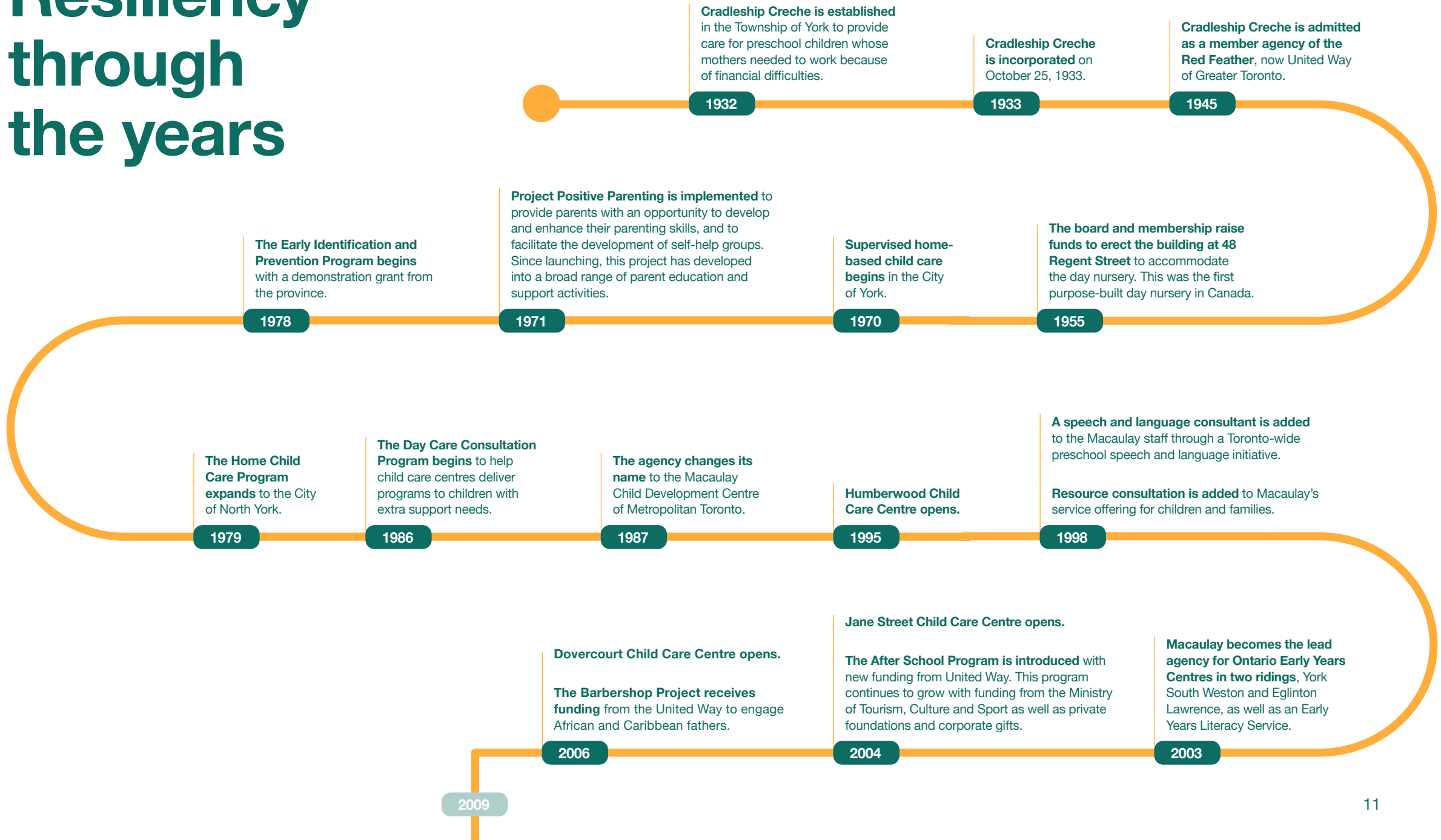
As word got out, they quickly began to outgrow the basement and soon started looking for a permanent space to care for all of these children. In 1955, the group opened its very first child care centre—48 Regent Street. From there, Macaulay has grown to become an organization providing licensed home- and centre-based care to thousands of children each year, along with an array of programs and services designed to support children and families, and help them reach their greatest potential.

Hazel's vision and her instinct—see a need, meet the need—remains a central part of Macaulay's mission today, 90 years later.





# Resiliency through the years



# Resiliency through the years

2006

Celebrating 90 years of service

**Warren Park Child Care Centre opens.**

2009

**Macaulay opens its first Before and After School Program for children attending full-day kindergarten.**

2011

Macaulay responds to the introduction of full-day kindergarten by **introducing three extended-day programs and new infant and toddler rooms.**

2012

**St. John the Evangelist Child Care Centre's Before and After School Program opens.**

Macaulay pilots the first **Girls Code** program.

2018

**Macaulay is approved as an anchor agency of the United Way of Greater Toronto,** replacing its previous membership status.

**F.H. Miller Child Care Centre's Before and After School Program opens.**

2017

**The Ontario Trillium Foundation begins three years of funding for our Parent Advocacy program,** with funding continued through EarlyON and the United Way of Greater Toronto.

2015

**Macaulay is selected as one of only five agencies to deliver preschool speech and language services** in the northwest area of Toronto.

2014

**Macaulay introduces occupational therapy resources,** expanding its offering for children and families with extra support needs.

2019

**Macaulay responds to the Covid-19 pandemic** with increased health and safety measures, virtual service delivery and emergency child care to protect the health and safety of our staff and community, minimize service disruption and ensure families continued to receive essential support.

2020

**Macaulay delivers emergency child care for children of essential workers,** providing a critically important service that ensured work continued throughout the city.

**Macaulay opens two new Before and After School Programs** at Marlee Child Care Centre and Mountview Child Care Centre.

2021

**Macaulay joins a subgroup of the York South Weston Pelham Cluster,** created to support pandemic-related challenges in priority neighbourhoods, to develop and deliver a vaccine engagement strategy to the local community that aims to educate and inform residents about the importance, safety and availability of vaccines.

2023

2022

**St. Nicholas of Bari Child Care Centre's Before and After School Program opens.**

**Macaulay is selected to operate two additional child care centres** at Stanley Public School and Tippet Child Care Centre.

Macaulay is approved to operate as part of the **Canada-Wide Early Learning and Child Care system.**

**Macaulay launches the Emergency Family Support Program** in response to Covid-19.

**Macaulay co-chairs Toronto Children Services' Black Leadership Advisory for EarlyON** to advocate for increased equity and inclusion for families.

**Macaulay co-chairs the Quality Early Learning Network (QELN),** one of the main advocacy groups for the early learning and care sector in Ontario.

**Macaulay celebrates 90 years of service** with a community open house.

**Macaulay develops and launches its first promotional video,** highlighting parent and staff interviews as well as program benefits.

**Macaulay launches its new brand identity and organizational name,** Macaulay Centres for Children.



# Our funders made it possible

We are grateful for the strength and generosity of our government and private sector partners. We are proud to have celebrated 90 years of service in 2022. This milestone would not have been possible without the unwavering support that we have received throughout our history—and 2022 was no exception.

## Government funders

Macaulay is fortunate to receive funding from all three levels of government. Through our shared commitment to supporting healthy outcomes for all children and families, we have been able to deliver critical programs both in 2022 and throughout our history thanks to the City of Toronto; the Public Health Agency of Canada; Toronto Public Health; and the Ontario Ministry of Tourism, Culture and Sport.

## United Way of Greater Toronto

Macaulay became a Red Feather agency (now the United Way of Greater Toronto) partner in 1945, making us one of the very first United Way partner agencies. We are grateful for the generous support received as an anchor organization of the United Way of Greater Toronto throughout our history.

## The Macaulay family

We are proud and honoured to continue to receive generous support from the Macaulay family. Hazel Macaulay's legacy lives on through the Dorothy and Hugh Macaulay fund, which funds special programs and services each year for children with extra support needs and their families.

## Toronto Foundation

We are privileged to be a Toronto Foundation partner and a member of the Toronto Foundation's Trust Collective—a fundraising coalition of local organizations and women philanthropists, all with a shared goal to support women and girls in Toronto, across Canada and around the world.

From our early days in a church basement to our current status as a trusted leader in high-quality early learning and child development, we have always put families first.

In 2022, we continued our legacy, through high-quality licensed child care and a variety of community programs, delivering vital services to children and families—including those with extra support needs.

# Responding to the needs of families in 1932 and 2022

# Licensed child care

As we reflect on our history and the evolution of the child care and early years sector, we think about the critical role that licensed child care plays in a healthy and thriving society. While 90 years have passed since Hazel began providing care for children in a church basement, the need for safe, affordable and high-quality care remains the same.

## In 2022:



Our child care was available in **12 centres** and **91 provider homes**



We opened a **new centre, St. Nicholas of Bari, for children ages 4 to 12**



We were **approved by the City of Toronto** to operate **2 additional centres**

Our teams continued to offer stimulating, fun and engaging opportunities for children based on the latest evidence in healthy child development. We delivered innovative programming for children and opportunities for engagement and connection, helping to encourage overall growth and development. We also continued to work together with families to provide additional resources and care for children with extra support needs.

## Responsive support

Throughout 2022, we continued to experience temporary shutdowns of elementary school programs due to the Covid-19 pandemic and ongoing labour disruptions. During school closures, Macaulay offered care for kindergarten- and school-age children either through emergency child care or extended before- and after-school care in our home- and centre-based child care programs. With each closure, our child care team pivoted and adapted immediately to avoid disruption and ensure that essential work continued throughout our city.





## Ukrainian Newcomer Children’s Program

Through a partnership with the City of Toronto and the Canadian Red Cross, Macaulay offered a program for children aged 18 months and older whose families were accessing temporary shelter and residence.

Children benefitted from active play, such as looking for bugs and playing soccer. They engaged in daily sensory play and circle-time to expand their English vocabulary. We even created activities to help the children connect with their home country—many of the children made bracelets and necklaces representing the Ukrainian flag.

Parents benefitted from help getting settled in a new country, including employment support, and medical and health-related services.

## The Canada-Wide Early Learning and Child Care system

Macaulay welcomes the Canada-Wide Early Learning and Child Care (CWELCC) system, which promises to reduce child care fees for families and provide significant financial relief without compromising on high-quality care. This historic agreement recognizes the importance and value of this sector not only for economic prosperity, but also for the optimal development of children.

In 2022, Macaulay was approved as an operator under the CWELCC system, licensed for both home- and centre-based care. We are committed to growth under this system and will do so while ensuring we continue to prioritize quality care for families and support for our staff and providers. As an agency with 90 years of experience working with children and families, we are well positioned for this new direction for child care in Canada.

The CWELCC system helped us reduce fees for families with children ages 0–6.





# Building strong families and communities

In 2022, children and families continued to face increasing levels of poverty, marginalization and social isolation, as well as a lack of community or belonging.

At Macaulay, we provide a safe haven, a place where families can learn, share, access information and resources, and build a community. In 2022, we supported our families with programs and services that aim to reduce barriers, increase skills and knowledge, and help all children reach their full potential and thrive. We moved to a hybrid model of program delivery to ensure accessibility and expand our reach to even more families in 2022.

The fallout of the Covid-19 pandemic, inflation, advances in technology and global uncertainty are just some of the external factors facing families today—making everyday parenting even more challenging.

## Family home visiting program

Macaulay staff completed home visits for 1,706 vulnerable families living in high-risk neighbourhoods. These staff members provided information on child development, conducted assessments to identify developmental delays and facilitated evidence-based parenting programs for families with children with extra support needs.

### Key results and outcomes

Parents and caregivers benefitted from:

- Increased knowledge and confidence in ways to advocate for their child
- Increased knowledge of navigating systems, such as the school system or Ontario Autism Program
- Increased knowledge of services, such as community-based parenting programs (including programs at Macaulay and elsewhere)
- Increased peer support and networks
- Increased confidence and ability to manage their child's behaviour and support their child in school and at home

### In their words: Family feedback

“I learned new skills and brushed up on some old ones. I feel more confident as a parent. And I was able to get the help I needed to support my child's emotional growth and development.”

“This program helped me feel confident as a new, first-time mom with almost zero experience with infants and no family resources to turn to with questions. It made me feel like I knew what I was doing in order to give my child a good start in life.”

## Highlighting responsive support

We developed a number of programs and partnerships in response to the Covid-19 pandemic. These were designed to mitigate the heightened impact of poverty, social isolation and barriers to access. In 2022, seeing that the impacts of Covid-19 were long-lasting and prevalent, we continued to offer these important support services.

### Tablet Lending Library

Through funding from the City of Toronto, we were able to purchase new tablets to create a lending library. Families with children up to the age of 12 received tablets and access to IT support.

### Vaccine support

In partnership with the City of Toronto and the York South Weston Pelham Cluster, we continued to educate residents about the importance and safety of vaccination, and to provide access to vaccination.

### Food security

In total, 50 families received 290 large fresh produce boxes at no cost, along with information about how to prepare healthy meals on a budget.

### Emergency Family Support Program

In 2022, our Emergency Family Support Program helped families in financial crisis access immediate necessities such as food, diapers, baby formula, TTC tokens, medications and winter clothing. This program helped to create and sustain healthy, safe environments that allow children to develop and grow. The program also connected families with ongoing support, both internally within Macaulay and externally within the broader community.

#### Feedback from families

“During a very stressful time with no financial support from my spouse and relying on EI, this funding helped ensure that I was able to provide basics for my children, ages 4 and 1.”

“The fund was great because I didn’t have any money, and this helped me to provide basic needs to my children such as groceries and emergency things. It was a great help during a difficult time.”

“It helped me a lot. I bought winter clothing for my children with boots and socks to keep them warm. They could choose their own clothing—they are very happy.”

# EarlyON

In 2022, we delivered a range of EarlyON programs for children ages 0–6 and their parents/caregivers. Play-based learning opportunities promoted healthy child development. Parenting education helped to strengthen parenting skills and knowledge, and reduce social isolation.



## Key figures and outcomes

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1,989

children

1,823

parents/caregivers

219

children with a diagnosed extra support need

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Parents who attended Macaulay’s EarlyON programs benefitted from:

**Increased parenting knowledge**

**Improved stress management and coping skills**

**Increased confidence in dealing with their child’s behaviour**

**Increased connections to other parents**

**Access to additional parenting resources**

## Raising Children virtual series

Our EarlyON team worked together with Toronto Public Health and the City of Toronto to deliver Raising Children, a series of virtual information sessions, each focused on a different aspect of child rearing. Topics included keeping children healthy, general childhood safety tips and healthy eating on a budget.

14

workshops in 2022

239

parents/caregivers in attendance

### In their words: Parents on the workshops

“Seeing the changes with my child, big and small—I truly appreciate Macaulay for all the love and support they have given my family.”

“From my experience, I feel like I’m talking to my family or best friend every time while talking to the [workshop facilitators]. They help me to bring back confidence, and every time I have good news I can feel the celebration with them. These people treasure all my daughter’s achievements and they always celebrate for us. I’m very thankful to EarlyON staff.”

“Expressing your feelings without judgment—I learned more from other’s experiences and how they cope with every challenge; more information learned in parenting, management in household, motivation, self-care ... I met amazing people.”

“This program felt to us like a family that you can always count on.”



# After School Program

Our After School Program helps children ages 6–12 living in high-need communities. It offers play, physical activity, healthy snacks—including fresh fruit and vegetables each day—homework support, anti-bullying programming, STEM access, and health and wellness learning for children. Free for families, the After School Program provides a caring space with welcoming staff, a safe environment, fun activities, and a chance to meet and make friends.

## Key outcomes

In 2022, 122 children benefitted from:



Increased positive interactions with peers



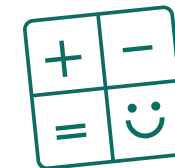
Increased academic support and homework completion



Increased nutrition and health information



Increased physical activity



Increased confidence in math



Increased knowledge of online safety



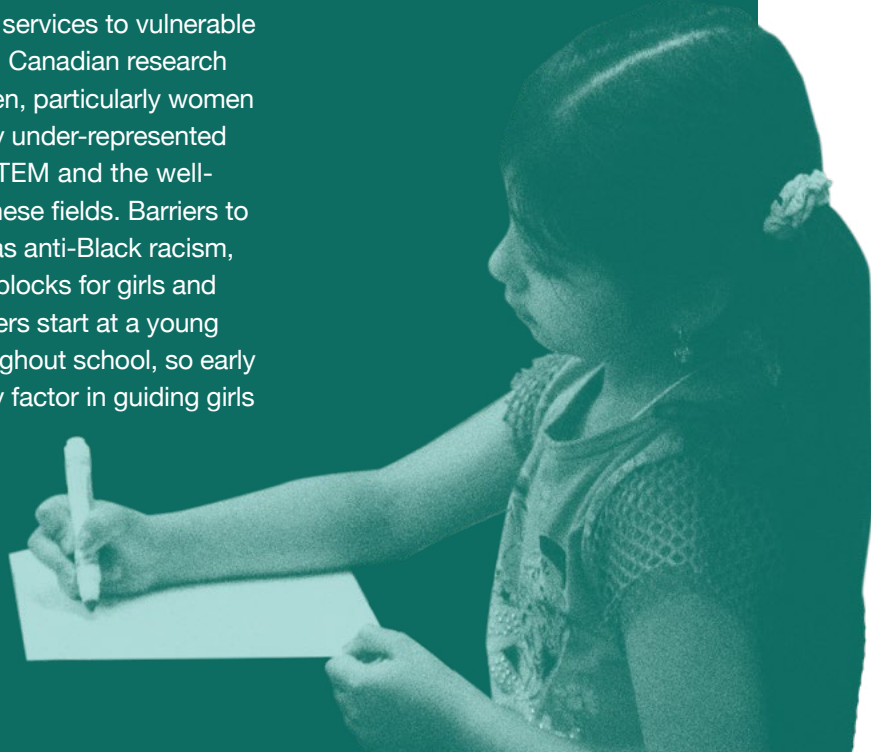
Increased interest in coding and STEM

# Girls Code

Girls Code invites girls to learn about computer programming by introducing them to programming languages, such as Scratch and Python, and encouraging them to become technology creators. We take a collaborative problem-solving approach, in which the group is encouraged to work together with their peers, using different strategies. We also offer workshops for participants' families to support their child's access to STEM (science, technology, engineering and mathematics) opportunities.

## Why focus on girls coding?

Macaulay prioritizes services to vulnerable and diverse families. Canadian research shows us that women, particularly women of colour, are grossly under-represented when it comes to STEM and the well-paying jobs within these fields. Barriers to achievement, such as anti-Black racism, create multiple roadblocks for girls and women. These barriers start at a young age and occur throughout school, so early engagement is a key factor in guiding girls into STEM careers.



## Key figures and outcomes

23

children participated

22

parents/caregivers  
attended workshops

We see improved outcomes for girls who take Girls Code with Macaulay, including increased interest and confidence in using Scratch, and an increased knowledge of STEM fields.

### In their words: Girls Code participants

“My favourite part about the program was that it took a lot of skill. You had to think about stuff and figure out that something doesn't work. Then you have to figure out how to fix it.”

“My favourite part of the program was learning new ways to use Scratch and creating games.”

“I remember talking about technicians, programmers, medical doctors, nurses and engineers.” – Student answer when asked what STEM careers they remember talking about in Girls Code.



# Trust Collective

In 2019, Macaulay joined the Trust Collective, a fundraising coalition of local organizations and women philanthropists, all with a shared goal to support women and girls in Toronto, across Canada and around the world.

Over the course of a three-year learning journey, we had the privilege and opportunity to learn from and share with more than 50 women philanthropists, women-led charitable organizations and women-serving charitable organizations as we worked towards our collective goal of raising funds to support women and girls. Through this initiative, led by the Toronto Foundation, we were able to access secure funding to deliver our Girls Code program.

To learn more about the Trust Collective and its impact, [please view the Impact Report](#).

In 2022, our very own Girls Code participants hosted our Trust Collective partners in a virtual event, where they were able to showcase their work and teach the partners about the benefit that the coalition delivered.

## Key figures

27

guests attended

8

Girls Code participants



### In their words: Event participants

“It was wonderful to see the great work from Zeeah, Cassandra, Tiffany, Ayesha and Naomi—all between the ages of 9 and 11—and who are definitely on the path to greatness.”



# Services for children with extra support needs

Throughout Macaulay’s history, we have prioritized children with extra support needs. We have seen these needs grow over the past 90 years, and 2022 was no exception. The continued fallout of the Covid-19 pandemic has led to increased social isolation and barriers to accessing services. Last year, close to 1,350 children with extra support needs participated in our programs and services (both in-person and virtual) for children—of which more than 1,200 were between the ages of 0 and 4—and their families.

## In their words: Every Child Belongs participants

“This program is very useful, and thank you for giving me a chance to participate. I learned new skills—thank you.”

“So thankful for the effort of your team for this great opportunity for us to learn.”

“I felt that it was very insightful information and a great reminder of strategies to support children.”

Preschool Speech and Language program

1,259

children and their families received speech and language services through our Preschool Speech and Language (PSL) program

- Children benefitted from assessment and therapy, both in-person and virtually.
- Parents benefitted from coaching to help their children’s social and language development.
- Building Blocks, a new webinar for parents with children under 18 months, was offered quarterly, as a collaboration among 5 PSL partners.

Resource consultation (Every Child Belongs)

231

screenings and assessments were conducted

We held **87 workshops for parents and caregivers**, which helped to reduce social isolation, increase parent skills and enhance knowledge on how to better support children.

Screenings and assessments helped to identify an extra support need and helped the parent/caregiver access a diagnosis and additional resources.

Behavioural consultation and occupational therapy

195

children benefitted from behavioural consultation and support

25

children benefitted from occupational therapy support

+

Children and parents benefitted from:

- One-on-one individualized support
- Increased parent/caregiver knowledge
- Enhanced skills to better support their child at home, in school and in community programs



## Program highlight: Virtual sessions for home-based child care providers

Our resource consultants worked together with the City of Toronto and Family Day to develop a professional learning series for home-based child care providers. Together, we conducted virtual learning sessions with a small group of providers who care for children with extra support needs. Sessions focused on communication, play entry skills and self-regulation.



## Program highlight: Check It Out

In 2022, we were selected to work with Mothercraft to pilot Check It Out, a virtual program that offers comprehensive health and development screenings and referrals for children prior to entry to school. Following the Covid-19 pandemic, this service became increasingly critical for many families, as social isolation and barriers to access had increased.

Our early intervention specialists were trained as Check it Out screeners to provide key services for children and families:

- **Virtual workshops** for parents of children ages 0–4 to outline health and development milestones and expectations
- **One-on-one virtual screenings** for parents who had concerns about their children's development following the virtual workshop
- **Assessments of children's development** using additional screening tools
- **Support for parent access** to services, if required, via referrals

### Outcomes

- Children ages 0–4 received **equitable access to health and development screening**.
- Children with identified concerns were **referred to specialized services, community programs and government resources** to support their optimal development.
- Families **received information and resources** related to the health and well-being of their child.

## Program highlight: Positive Parenting Program (Triple P)

As part of our commitment to serving children with extra support needs, our staff were trained to deliver the Positive Parenting Program (Triple P) in 2022. Designed for parents of children ages 0–12 with severe behavioural difficulties, Triple P is delivered via group counselling, individual counselling, virtual support, text, phone and email. The resulting core positive parenting skills can be adapted to a wide range of situations.

### Key figures and outcomes

10 Macaulay staff trained and certified to deliver Triple P

7 program series

42 participants

Triple P is one of the most highly regarded and extensively used support programs for parents of children with behavioural difficulties. Some of the findings from this program include:

- Reduced problem behaviour and improved parent well-being and skill
- Lower rates of child abuse and reduced foster care placements
- Parents reporting that they are less stressed and don't use harsh discipline
- Fewer behavioural and emotional problems in communities where Triple P is widely available

#### Memorable moments

A parent shared that she felt safe to share her child's challenges and extra support needs. She felt connected to other parents attending and even reached out to friends to encourage them to register and attend.

Parents shared that they felt confident engaging with their children in positive, meaningful ways.

A parent shared that after attending a one-on-one session, she felt more confident applying strategies to support her child.

A mom was sharing that she had been feeling very isolated prior to coming to the group, and had pulled away from friends while she processed her son's ASD diagnosis. The mom shared that being in the group helped her to come to terms with the diagnosis, and as a result, she was feeling more comfortable engaging again socially and was in the process of reconnecting with her friends and family. She states she now feels less isolated and more supported.



# Our commitment to equity and inclusion

Inclusion, diversity, equity, accessibility and justice are important core values at Macaulay. As an organization serving diverse populations, our commitment to these values is reflected in our policies, practices, and the way we engage with our community and deliver services. Macaulay is also committed to providing a safe and inclusive work environment for our staff.

To further our commitment to equity, diversity and inclusion, we contracted an equity consultant to work toward an organization-wide equity framework. This framework will include all levels of the organization and will focus on policy, practice, data collection, training and education.

As an organization that has been serving diverse and low-income populations for 90 years, we understand the needs of diverse populations, and we are committed to providing an inclusive environment for children and families from all backgrounds. By promoting diversity and inclusion, we are helping to build a strong and more cohesive community.



From the Great Depression to the global pandemic and the widespread adoption of artificial intelligence technology, our world and our communities continue to change. So, too, do the needs of our families. As we continue to navigate this ever-changing world, Macaulay faces a critical challenge: preparing for the future. With technology advancing at an unprecedented pace, the early years sector transforming with the introduction of the Canada-Wide Early Learning and Child Care agreement, and the workforce evolving in new and unexpected ways, it's clear that we must continue to adapt.

For 90 years, our willingness to innovate, take risks and invest in our people has enabled us to remain strong and unwavering in our commitment to families. Now is the time to think strategically about how we can prepare for the challenges and opportunities that lie ahead. And the future looks bright.

**In 2022, we prepared for the next 90 years in the following ways:**

- Enhanced the recruitment and selection process, including strengthening our relationships with colleges and community partners
- Focused on workforce development, recognition and retention
- Invested in technology and modernization
- Developed a new brand identity
- Continued to collaborate within our sector and advocate for the early years

# Building for the next 90



# Building our workforce and supporting our people

We recognize the essential role of our staff and providers—the success and growth of Macaulay depends on our people. However, organizations across the province are facing workforce challenges. The early years sector has been hard hit with labour shortages, high turnover rates and a lack of qualified professionals. Macaulay is no exception; in fact, we saw a 4% increase in our turnover rate compared to 2021.

Our Human Resources team worked diligently throughout 2022 to overcome these challenges and foster growth across all departments. The team trained, oriented and supported staff and providers to ensure the success of each individual, each department and our agency as a whole.

131

new positions added

57%

of new positions filled by internal candidates

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10%

increase in casual staff to help alleviate labour shortages and create pipeline of candidates

13%

turnover rate for permanent and temporary staff—a 4% increase from 2021

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175

staff attended staff recognition night

3

leadership development workshops



As we prepare for the full implementation of the Canada Wide Early Learning and Child Care (CWELCC) agreement—as well as the increased strain on the early years labour force—we have created a robust recruitment and retention strategic plan to support growth, increase hiring, reduce turnover and improve efficiencies across the agency. Details of CWELCC include:

- Strengthening current and new staff knowledge of **leadership, management skills, IT and HR**
- Continuing to provide a variety of **professional development opportunities**
- Improving our HR system to **shorten data accessing time**
- Forming new partnerships to **create sustainable talent pipelines**
- Further developing **recognition and retention programs**
- Enhancing the current **performance appraisal program**
- Developing **an exit procedure and exit interviews** to gather more information on turnover data that can be used to enhance retention strategies
- **Analyzing HR trends** and our responses to challenges and inefficiencies as needed

Managing a workforce is becoming increasingly challenging in today's rapidly changing environment. We'll continue to prioritize our workforce and invest in their development to ensure our organization's continued success.

## Modernizing technology to improve service delivery

We take pride in our commitment to meeting the needs of children and families directly in a compassionate and effective manner.

However, we recognize that the world is changing, and technology plays an increasingly important role in how we work and interact with our community. We've navigated many changing landscapes throughout our history, which has made us well-positioned to navigate future changes and to further our vision of helping all children achieve their greatest potential.

After more than two years of Covid-19 restrictions, we established new methods of hybrid service delivery that allow for greater flexibility and reach. And over the past year, we invested in technology to enhance our systems, further our reach, maintain efficiency, communicate effectively and deliver responsive, high-quality services.



### Electronic client management system

Collaborating across departments, we developed a new centralized client management database with far-reaching benefits for the agency, including:

- Improved communication to help us tell the Macaulay story
- Greater accountability to our community and funders
- Improved case management
- Improved advocacy for community and family needs
- Increased protection of family privacy and confidentiality
- Easier, more accurate information retrieval and reporting
- Greater fundraising opportunities

### Enhancing our technological prowess

We've launched additional initiatives to improve our internal systems and help us operate more efficiently.

- Development of a new website is underway, which will provide a more user-friendly experience that reflects our key messages.
- Improvements in IT continue throughout the agency, including updates to our firewall and regular service updates to protect against compromised data.
- New computers have been set up across all departments, including new child care centres.
- Digitization of all employee files in HR system to shorten data accessing time
- Enhanced recruitment systems to improve time to hire



# Collaboration and partnerships

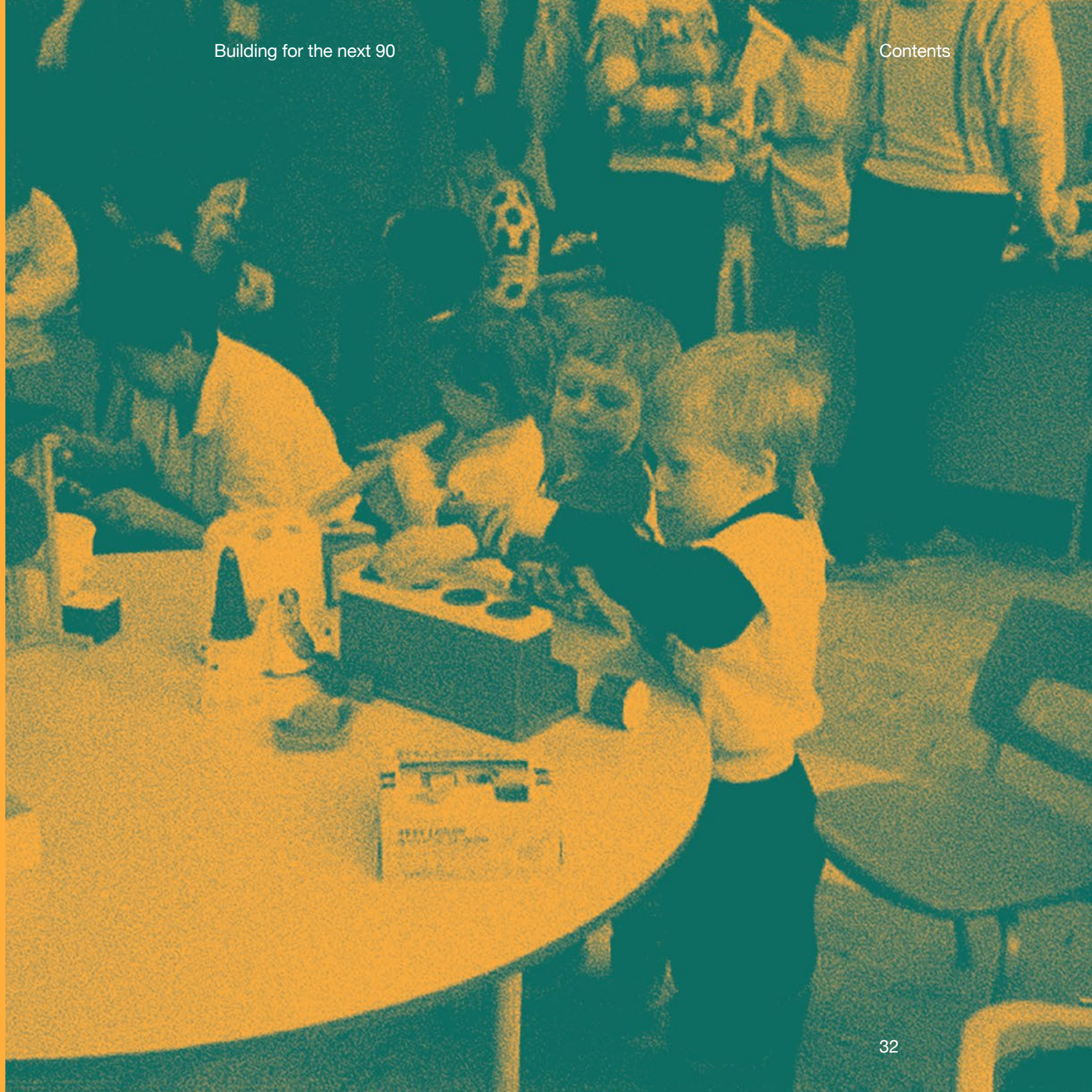
Throughout our history, strategic partnerships have helped us innovate and respond to the need of children and families. As we look to the future, we must continue to identify new opportunities to deepen our impact and further our reach in the community.

Our partnerships have benefitted Macaulay and the families we serve in the following ways:

**Supporting growth through the development of new programs and services**

**Increasing our presence and leadership in the children's services sector**

**Increasing our ability to engage with and support equity-deserving families**





## External partnerships

We collaborate with key external partners, including program and funder-related partners as well as community agencies within the children's services sector and beyond.

### Benefits of our external partnerships include:

- Recognizing gaps in program/service delivery, problem-solving challenges and streamlining service coordination
- Expanding our reach and impact
- Increasing our understanding of the communities we serve
- Bringing specialized services and expertise beyond our current scope to Macaulay families
- Increasing our ability to influence within and beyond our sector
- Co-developing programs and services



## Internal partnerships

Our internal partnerships strengthen Macaulay from within, knowing that any organizational growth starts from a strong core. Interdepartmental collaborations create an efficient, respectful, co-operative and strength-based environment that make the foundations of our agency even stronger.

### Outcomes of our internal partnerships include:

- Widening professional development through information- and knowledge-sharing across departments
- Collaborating among staff from different departments at multiple levels to offer optimal child-development programs and services to families
- Improving flexibility in service offering to increase accessibility and reach even more families
- Providing seamless services to families
- Offering unique programs to ensure that no family falls through the cracks and that each family is supported in a variety of ways by helping them access multiple services to meet their needs



## Strategic partnership highlights

### 01

Selected to partner with **Mothercraft, Agincourt Community Services, Centre Francophone de Toronto** and the **Malvern Family Resource Centre** to deliver the Check It Out virtual early identification and referral pilot project to support families with children ages 0–6

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### 02

Collaborated with the **Toronto Child & Family Network (TCFN)** and the **York South Weston Pelham Cluster**

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### 03

Received the EarlyON Innovation Grant along with partners **SickKids Centre for Community Mental Health** and **Caribbean African Canadian Social Services (CAFCAN)** to:

- create a pilot project to train staff in all three partner agencies
  - reach out to the Black community
  - develop programming for Black children and families, and additional EarlyON locations in the northwest quadrant of the city
- 

### 04

Collaborated extensively to deliver programs and services with **Program without Walls, Supporting Young Families** and **Jane Street Hub**

### 05

Enhanced services to children and families with extra support needs and engaged with equity-deserving families through the following networks and associations:

- **CAFCAN**—we focus on building and strengthening the service framework for African Canadian children, youth and families
  - **Toronto Metropolitan University’s Inclusive Early Childhood Service System Project**—we sit on the advisory committee for analyzing Black experiences of early childhood disability services
  - **Preschool Speech and Language Program’s Toronto-Wide Working Group for Neurodiversity Affirming Practice**—we support capacity-building of the program’s neurodiversity-affirming practices within the field of speech-language pathology
  - **Toronto Child & Family Network (TCFN)**—we collaborate to improve quality, access and seamless service pathways to enhance the well-being of all children and families in Toronto
  - **Early Childhood Development Initiative**—we provide information sessions for families of West African descent
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### 06

Partnered with numerous **public institutions, including libraries, community centres and community health centres** to deliver programs and services, share information and conduct outreach

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### 07

Collaborated with the **Toronto District School Board** and the **Toronto Catholic District School Board**, as well as colleges and universities, including **Humber College, George Brown College, Sheridan College** and **Toronto Metropolitan University**, to help promote professional development and employment opportunities within the sector

## Advocating for the early years sector

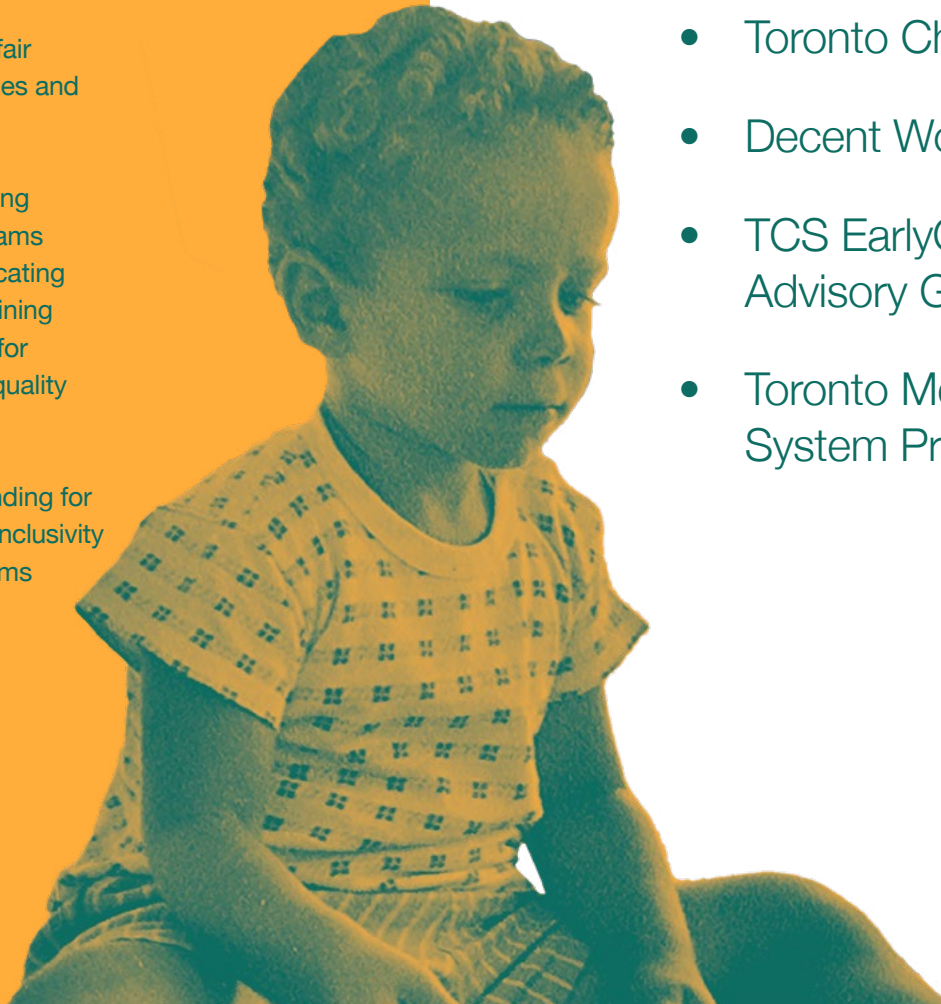
The early years sector faces challenging times due to workforce shortages, the introduction of the Canada-Wide Early Learning and Child Care system and the continued fallout of the Covid-19 pandemic.

In 2022, our advocacy efforts helped overcome these challenges with a focus on these key areas:

- Child care workers, including advocating for fair wages, professional development opportunities and better working conditions
- Sector investment, including: increased funding for early childhood education and care programs to ensure their long-term sustainability; advocating for policies geared toward recruiting and retaining qualified child care workers; and advocating for policies that foster the development of high-quality early childhood education programs
- Marginalized families, including increased funding for programs as well as promoting diversity and inclusivity in early childhood education and care programs

Our efforts were mobilized through the following collaborations and partnerships:

- Quality Early Learning Network (QELN)
- Home Child Care Association of Ontario (HCCAO)
- Toronto Child & Family Network (TCFN)
- Decent Work Common Table
- TCS EarlyON Confronting Anti-Black Racism (ABR) Advisory Group
- Toronto Metropolitan University Childhood Service System Project





# New name, new vision

As we build and prepare for Macaulay's next 90 years, it is time for our brand to reflect the full scope of our mission and values.

In 2022, Macaulay underwent a branding initiative and launched our new name—Macaulay Centres for Children—and a new tagline: *Helping children, families and communities thrive since 1932.*

Our new brand reflects our continued commitment to providing high-quality programs and services to children and families in or community. We believe that the clarity and messaging of this new branding initiative will help us better serve our community and ensure that we continue to make a positive impact on the lives of children and families for the next 90 years and beyond.



## Celebrating 90

On December 12, we brought together our board, staff, funders and key stakeholders to celebrate our 90th anniversary and reveal the launch of our new brand.



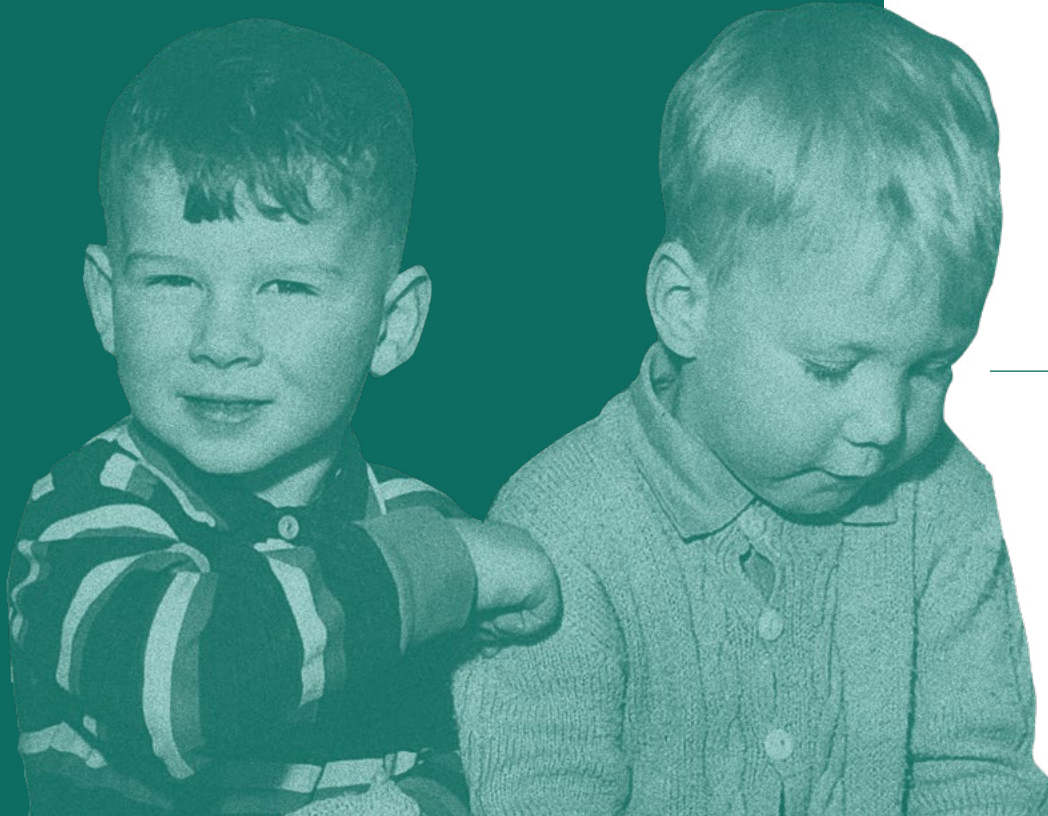


## Making new connections

In 2022, we focused our marketing and communication efforts to help us grow, increase awareness and use new ways to connect with our stakeholders.

We developed and implemented a number of new initiatives:

- Introduced new marketing tools to enhance communications and share the Macaulay story, including the development of a new website and the creation of a 90th anniversary promotional video
- Deepened engagement with key stakeholders through customized communications, partnerships and special events
- Increased online partnerships and enhanced outreach efforts through social media



## Key figures and outcomes

We continued to grow and enhance our social media presence in 2022:

76%

increase in engagement

261

new followers

9,537

interactions

1,415

followers around the globe

17

new online partnerships

# A closer look

# Financial statements

Our financial statements show our revenue sources and how we've allocated that money to our programs to help serve our community.

## Statement of operations for the year ending December 31

| Revenue (\$)   | 2022              | 2021              |
|--|-------------------|-------------------|
| Fee for services   | 10,244,214        | 8,218,422         |
| Grants   | 12,615,919        | 10,020,086        |
| United Way of Greater Toronto                                    | 481,170           | 538,188           |
| Government wage subsidies  | --                | 1,525,386         |
| Amortization of deferred contributions related to capital assets | 156,440           | 123,292           |
| Donations, investment income and other                           | 73,393            | 108,385           |
| <b>Total revenue (\$)</b>  | <b>23,571,136</b> | <b>20,533,759</b> |
| <hr/>  |                   |                   |
| Expenditures (\$)  |                   |                   |
| Salaries and wages   | 12,928,318        | 11,486,620        |
| Home child care providers  | 3,835,634         | 3,959,845         |
| Employee benefits  | 2,349,340         | 2,111,463         |
| Building occupancy and maintenance                               | 855,529           | 744,792           |
| Food services  | 698,537           | 498,649           |
| Program expenses   | 515,479           | 443,438           |
| Professional services  | 361,872           | 440,925           |
| Office and general   | 326,214           | 297,489           |
| Amortization   | 319,201           | 281,388           |
| Recruitment and education  | 75,062            | 79,214            |
| Insurance  | 66,606            | 76,004            |
| Promotion and publicity  | 38,656            | 26,804            |
| Transportation   | 7,676             | 2,854             |
| <b>Total expenditures (\$)</b>                                   | <b>22,378,124</b> | <b>20,449,485</b> |
| <hr/>  |                   |                   |
| Excess of revenue over expenditures from operations              | 1,193,012         | 84,274            |
| Investment income  | 45,854            | 230,937           |
| <b>Excess of revenue over expenditures for the year</b>          | <b>1,238,866</b>  | <b>315,211</b>    |



## 2022 operating revenue by source

|  |     |   |
|--|-----|---|
| Government grants                      | 54% | ● |
| City of Toronto child care fees        | 29% | ● |
| Parent fees                            | 14% | ● |
| United Way of Greater Toronto          | 2%  | ● |
| Donations, investment income and other | 1%  | ● |



## 2022 operating expenses by program

|                           |     |   |
|---------------------------|-----|---|
| Child care centres        | 45% | ● |
| Home child care           | 22% | ● |
| Family/community programs | 21% | ● |
| Central administration    | 12% | ● |



# Meet our board and executive team

## Board of Directors

- Anne Marie Predko, **President**
- Precious Myers, **Vice President and Secretary**
- Michel Picard, **Treasurer**
- Kathy Hall, **Past President**
- Trevor McAlmont (Ex-Officio)
- Andy Macaulay
- Angela Mazza
- Catriona Kollar
- David Brownridge
- Dianne Carter
- June Starkey
- Karen Lapus-De Asis
- Karen Taylor
- Kris Kricfalusi
- Linda Curtis
- Mary Oduwole
- Michael Carter
- Sarah Birdsell
- Varman Cholan

## Executive team

- Trevor McAlmont, **Chief Executive Officer**
- Charles Abayomi, **Director of Finance & Administration**
- Joanna Mazurek, **Director of Early Learning & Care**
- Andrea Makowiecka, **Director of Human Resources**
- Kimberley Garrett, **Director of Community Programs**
- Shana Gelbart, **Director of Communications & Strategic Partnerships**



# Our supporters

## Corporate supporters

- Canada Helps
- CyberGrants
- Industrial Alliance
- Miller Thomson LLP
- Protectors Group
- Real Food for Real Kids

## Funders

- City of Toronto Children's Services
- Government of Canada
- Ontario Ministry of Heritage, Sport, Tourism and Culture Industries
- Public Health Agency of Canada
- Toronto Public Health
- United Way of Greater Toronto

## Foundations and associations

- The Catherine & Maxwell Meighen Foundation
- Charities Aid Foundation of Canada
- CHUM Charitable Foundation
- Cunningham-Porter Family Foundation
- Fleming Family Foundation
- Griggs Family Foundation
- Jackman Foundation
- O'Neil Leger Family Foundation
- PayPal Charitable Giving Fund
- Toronto Foundation
- Unifor Local 1701

## Service clubs and associations

- York Lions Club

## Individual supporters

- Andrea Walker
- Andrew Macaulay
- Anne Walters
- Anne Marie Predko
- Carlene Alexander
- David Brownridge
- Derek Reneau
- Elizabeth Carveth
- Jane Long
- Jeanette Browne
- Judy Wang
- June Starkey
- Karen Lapus-De Asis
- Karen Taylor
- Katherine Hall
- Michel Picard
- Paul Bordonaro
- Pirassanna Sribalarajan
- Robert & Carol Macaulay
- Sarah Birdsell
- Sheila Legon
- Susan Gowans
- Zeinab Yousif

## Universities and colleges

- CDI College
- Durham College
- George Brown College
- Humber College
- Mothercraft College
- Toronto Metropolitan University
- Seneca College
- University of Guelph-Humber
- University of Toronto

## Government partners

- Mike Colle, **Toronto City Councillor**
- Joe Cressy, **Toronto City Councillor**
- Frances Nunziata, **Toronto City Councillor**
- Michael Thompson, **Toronto City Councillor**
- Ahmed Hussen, **Member of Parliament and Minister of Families, Children and Social Development**
- Faisal Hassan, **Member of Provincial Parliament**
- Robin Martin, **Member of Provincial Parliament**
- City of Toronto Children's Services
- Toronto Public Health
- Ontario Ministry of Education, Early Years and Child Services



## Community partners

- Art Starts Neighbourhood Cultural Centre
- Autism Ontario
- Black Creek Community Health Centre
- Canadian Mothercraft Society
- Central Neighbourhood House
- Child Development Institute
- The Children’s Book Bank
- Community Living Toronto
- COSTI Education Centre
- The Etobicoke Brighter Futures Coalition
- Family Day
- George Hull Centre for Children and Families
- Griffin Centre
- The Hanen Centre
- Heritage Community Christian School
- Holland Bloorview Kids Rehabilitation Hospital
- Home Child Care Association of Ontario (HCCAO)
- Home Child Care Association of Toronto (HCCAT)
- Humber River Hospital
- Humberwood Centre
- Infant and Early Mental Health Promotion
- Jane Finch Community and Family Centre
- Kids Up Front
- Lumenus
- The Learning Enrichment Foundation
- Midaynta Community Services
- Milton Community Resource Centre

- Neighbourhood Link Support Services
- Network Child Care Services
- Pivotal Autism Community Services
- Quality Early Learning Network (QELN)
- SickKids Centre for Community Mental Health
- Skylark
- Somali Immigrant Aid Organization
- Speech and Stuttering Institute
- St. Bernadette’s Family Resource Centre
- St. Stephen’s Community House
- Strides Toronto
- Unison Community Health Centre
- Yorktown

## Networks

- City of Toronto EarlyON—Anti-Black Racism (ABR) Working Group
- Community of Practice working group
- George Brown AECEO and Atkinson Centre—Decent Work Common Table
- Home Child Care Association of Ontario (HCCAO)
- Home Child Care Association of Toronto (HCCAT)
- Humber College ECE Advisory Committee
- Quality Early Learning Network (QELN)
- Raising the Village
- Toronto Metropolitan University Inclusive Early Childhood System Project
- Toronto Child & Family Network (TCFN)
- York Weston Pelham Cluster Committee

