



The Macaulay  
Child Development  
Centre

# Support that goes further





About Macaulay	01
Our history	02
Messages from our Chair of the Board and Executive Director	03
Our impact at a glance	05

# 1 Continuum of care 06

## SECTION 1: CARING FOR CHILDREN AND FAMILIES 08

Licensed child care	09
Pandemic support in action	12
EarlyON: Connecting with families virtually and in person	14
Building skills for success	16
Services for children with extra support needs	20

## SECTION 2: CARING FOR OUR PEOPLE 22

Supporting our people amid growth	24
Internal collaborations	25
The power of working together	26

## SECTION 3: WORKING TOGETHER WITH OUR FUNDERS 27

## SECTION 4: CARING FOR OUR COMMUNITY 29

Program Without Walls	30
Partners in early years advocacy	30
Vaccine engagement project	31

# 2 Looking to the future 32

Building our infrastructure	33
Macaulay's strategic plan for 2022-2025	34
Advocating for the early years sector	35
Financial statements	36
Meet our board and executive team	38
Our supporters	39





# 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
- 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

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

## 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.

# Our history

Macaulay has been dedicated to strengthening and supporting children and families for 90 years. Our organization was founded in 1932, when Hazel Macaulay began providing care in her home for children in need, in what was then known as the “cradleship crèche.” While we have grown and expanded since, we have stayed true to our roots: providing early-learning and family support is at the core of everything we do, and our connection to the essence of the cradleship crèche remains today.



## 1932

Macaulay established



## 1945

Certified as a Red Feather agency (United Way of Toronto)



## 1970

Supervised home child care program begins in York



## 1986

Consultation program integrates children with extra support needs into York child care centres



## 1992–2010

Macaulay doubles in size to address growing community needs, including EarlyON centres, new child care programs, speech and language therapy, and expanded consultation services



## 2010–2022

Macaulay continues to grow, with services spanning from child care to parent advocacy to community services

# Messages from our Chair of the Board and Executive Director



## Message from the Chair of the Board of Directors

On behalf of the Board of Directors, I'd like to say thank you to Macaulay's leadership, staff and providers for their hard work, professionalism, creativity, passion and dedication to children and families. In 2021, we continued to navigate challenging times across our sector and around the globe. Despite these challenges, Macaulay continued to grow, innovate and respond to meet the needs of our community. To the Macaulay team: you are the essence of Macaulay and we are extremely grateful. We also gratefully acknowledge the support and commitment of each of our board members, whose leadership and vision were a key factor in our ability to navigate the Covid-19 pandemic and remain true to our vision despite the extenuating circumstances. We especially appreciate our government and private sector partners, whose generosity and collaboration helped us provide critical support to thousands of children and families. And finally, we thank the Macaulay families, who trusted their children to our care and who worked with us to help all children achieve their greatest potential.



Kathy Hall, **Chair of the Board**  
**Macaulay Child Development Centre**



## Message from the Executive Director

As I reflect on 2021, I am amazed at the resilience of the people who make up Macaulay and our greater community. Every single staff, provider, volunteer, service user and community partner endured another year of lockdowns, uncertainty, stress and frustration amidst an unrelenting global health pandemic. For the most vulnerable members of our community—children and equity-seeking families experiencing marginalization—the struggle and loss was much greater at times, and the obstacles that lie ahead will be much more challenging.

We recognize that the impact of the Covid-19 pandemic was felt not only by our families but also by our staff, providers and community partners, which is why we provided support to each of these stakeholders along a *continuum of care* in 2021. By prioritizing our key stakeholders and leveraging the essential partnerships from our funders, we were better able to support the children and families we serve.

Along our continuum of care, we provided support and relief to families through multiple streams, including our food box program; we provided emergency child care for children of essential workers; we offered learning and development opportunities in STEM through our Girls Code program; and we continued to prioritize children and families with extra support needs. Through it all, we continued to grow across the agency while maintaining our focus on health, wellness and safety, such as by successfully implementing our vaccine mandate policy.

While Covid-19 was still the most urgent issue across our communities, Macaulay continued to plan for the future. We established a new strategic plan with a reimagined mission and vision that will shape the way we work to support children and families over the next three years. To support this vision, we implemented new systems and processes across the agency to help build our infrastructure and ensure we are well positioned for the future. We advocated for the rights of the ECE workforce and for the entire early years sector, and we remained accountable to our funders, our families and our community.

We extend our sincere gratitude to our government, our funders, and our community and private sector donors for their unwavering support. We also thank our staff and providers for their talent, dedication and tenacity through another unprecedented year. While there is still uncertainty ahead, Macaulay will continue to be there for families, as we have for close to 90 years—leading, advocating and creating a brighter future, where all children can achieve their greatest potential.

Trevor McAlmont, **Executive Director**  
**Macaulay Child Development Centre**

# Our impact at a glance

**6,927**

children served

**1,858**

children with extra support needs

**8,151**

adults

**1,395**

consultations and workshops

**75**

volunteers and students

**353**

staff in 2021

**58**

community partners

**118**

new staff hired in 2021

**6**

funders

**98**

active providers



# Continuum of care



The Covid-19 pandemic reached every corner of Macaulay in 2021—and we responded with unwavering support for children and families. As an organization dedicated to child development, we know that it takes a village.

Throughout the year, we responded to the needs of children and families—including those with extra support needs—through high-quality licensed child care and a variety of community programs. We implemented new systems and supports for our staff and providers to improve our operations, foster a positive working environment, and improve the mental health and well-being of Macaulay staff. We worked closely with our funders to deliver critical programming and ensure no interruptions to service delivery, demonstrating the collaboration it takes to build our communities.



# Our continuum of care during Covid-19

Our response in 2021 was part of a *continuum of care*: we provided support not only to our families, but also to our staff, providers, funders and greater community. Each of these key stakeholders played a critical role in our ability to help children, families and one another thrive through the year.

Unwavering support for **children and families**



Improved operations and supports for **our workforce**



Enhanced communication with **our funders**



Deeper collaboration with **our community partners**



# Caring for children and families

As the Covid-19 pandemic continued to impact our communities throughout 2021, Macaulay was there. We listened and responded to the needs of children and families, providing much-needed support to help them navigate increasingly challenging circumstances.



## Licensed child care: Here for families since 1932

As we reflect on our history and founding story, we think about the critical need for responsive and supportive child care in 2021. With extended closures, school lockdowns and uncertainty across the City of Toronto, our licensed child care program was there for families at a time when they needed it most. Our team of early childhood educators prioritized the health, safety and well-being of the children and families in our care and ensured that each child continued to receive high-quality support despite increasingly challenging restrictions and ever-changing guidelines.

In 2021, our child care was available in 11 centres and 87 provider homes. To extend our reach to even more children and families, we opened two new centres for children ages 0 to 12, including infant, toddler, preschool, and before- and after-school care.

Throughout 2021, our teams continued to offer stimulating, fun and engaging opportunities for children based on the latest evidence in healthy child development. Despite the additional challenges brought on by the Covid-19 pandemic, our child care centres delivered innovative programming for children and opportunities for engagement and connection—helping to support overall growth and development. In addition, we continued to work together with families to provide additional resources and care for children with extra support needs.

## Providing quality care

Macaulay's licensed child care centres and home child care programs use the early-learning framework to develop curriculum that supports the growth and development of all children in the following ways:

- Promoting the health, safety, nutrition and well-being of children
- Implementing sound pedagogical practices that foster positive learning outcomes for children
- Working together with parents and community partners
- Supporting the professional development of our educators

### MAKING CONNECTIONS

Our licensed child care program went above and beyond to meet each family's unique needs. In both our home- and centre-based care, our staff implemented proven curricula and well-researched programs to promote children's development in all areas. True to our vision and values, we recognized that the best way to support a child is to collaborate with parents and caregivers. We accomplished this by working with families and professionals to maintain communication and create open, responsive environments for all our families—environments where we can work together as partners in healthy child development.

As we navigated the pandemic, it was our connection and communication with the children and families we serve that set us apart and enabled us to deliver on our mission.



## From our families

“I can’t express how thankful I am for all of the wonderful staff at Macaulay. Through this entire pandemic they have showed up and have taken such great care of the children. You have been absolutely amazing and I really appreciate it. I have a sense of security and reassurance knowing that my son is at Macaulay. Thank you so much!”

“During this time, child care staff at Macaulay have gone to incredible lengths to help our kids keep learning. To every staff and/or teacher at Macaulay, we have two words for you: thank you!”

“I don’t have words to describe how important Macaulay is for us. Since my son started there, we can see how much he improved. He is almost two years old and he wasn’t talking, but now we can see that he is trying to talk and point at things and saying some words. We are so happy to have found you guys! Thank you so much for all of the care with our little baby and for all the amazing experiences that he is getting there!”





## Emergency child care: Supporting families when it matters most

Throughout the extended school closures in 2021, Macaulay was approved by Toronto Children's Services and the Ministry of Education to offer emergency child care for kindergarten- and school-age children of essential workers. Our Child Care team pivoted and adapted immediately to deliver this critically important service to families and ensure that essential work continued throughout our city. In our child care centres and provider homes, our staff and providers offered care to children of all ages and adapted our services and curriculum to the needs of the emergency care program. This included supporting remote learning by providing suitable space for individual learning, as well as access to the internet and tablets, where needed. With each subsequent lockdown, enrollment grew in our emergency care program as families heard about our program from colleagues, family members and the community. During this time of incredible need, Macaulay strengthened our strong reputation for helping families.



### Our impact

90+

days of emergency care provided

341

children of essential workers received care

7

child care centres

36

provider homes

### Health and safety

Our child care program successfully adhered to all health and safety guidelines and protocols implemented by Toronto Public Health and the Ontario Ministry of Health. We prioritized the health and safety of our staff, providers and service users while ensuring there was no interruption to service delivery. Despite the increase in Covid-19 cases across the City of Toronto and within the communities we serve, Macaulay's rate of Covid-19 cases remained low, with limited impact to our child care operations.

## Pandemic support in action

The Covid-19 pandemic continues to disproportionately affect vulnerable communities, profoundly impacting work, education, health, safety and belonging. Given our history of working with low-income families and children with extra support needs, our mosaic of programs and services has been well equipped to respond to the increased needs faced by our communities.

### EMERGENCY FAMILY SUPPORT PROGRAM

As a result of the Covid-19 pandemic, many Macaulay families have been in crisis: faced with limited or no income, social isolation and lack of access to resources, they are at a critical point and need immediate relief. In 2021, we created a program to address the emergency needs of our families. The Emergency Family Support Program provides targeted immediate relief and connects families with other resources for ongoing support, both internally within Macaulay and externally within the broader community.

Delivering this emergency support to families helps to create and sustain healthy, safe environments for children to develop and grow.





## GOOD FOOD BOXES

The Fresh Food Project was created to help mitigate the heightened impact of poverty during the Covid-19 pandemic, by increasing access to healthy fresh produce for highest-need families connected with Macaulay. Funded by the **United Way of Greater Toronto** and **Unison Community Health Centre**, this program provides large boxes filled with fresh fruit and vegetables that are delivered to each family's front door, at least once a month. In addition, we hold monthly online workshops that are poverty-sensitive, culturally reflective and responsive to the diverse families served through this project, to:

- Demonstrate healthy cooking for the whole family, based on the produce delivered each month
- Provide a safe space for families to develop connections
- Provide a forum for discussions related to food security

This program helped to improve access to fresh food, healthy cooking ideas and important food resources:

# 215

families received  
boxes

# 1,733

fresh produce  
food boxes  
delivered in total

# 335

grocery store gift  
certificates received



## EarlyON: Connecting with families virtually and in person

Macaulay's EarlyON programs promote healthy child development by providing:

- Play-based learning opportunities for children up to the age of six
- Parenting education that helps to strengthen families

Amid the changing restrictions across Ontario throughout 2021, our EarlyON team worked swiftly to pivot from virtual to in-person service delivery (where it was safe and possible, including outdoor programming), in recognition of the importance of in-person services to help reduce social isolation.

These programs helped promote child development, strengthen parenting skills and knowledge, and reduce social isolation in 2021.

### **More than 80% of participating families reported:**

- Increased parenting knowledge
- Improved stress management and coping skills
- Access to parenting resources
- Increased confidence in dealing with their child's behaviour
- Increased connection to other parents

## In their words

According to families who participated, the best part of this program was:

- "Meeting new moms"
- "The breathing technique"
- "Just someone to talk to other than my child"
- "My child seeing other children"
- "Learning new tips about parenting"
- "There is a saying that you need a village to take care and raise a child ... The best things about this program is that the group leaders and parents became my village ... helping me every week to smile, giving me advice and tips ... It has been more than great to be part of this group during the pandemic."
- "Realizing you are not alone"
- "Getting other points of view and advice that have helped immensely"
- "Making new friends that also help support you mentally and emotionally"



### Sharing Macaulay's EarlyON programming with families around the world

Our EarlyON team brought learning and fun activities into thousands of homes via social media throughout the extended lockdown periods. These educational and informative videos, created by our EarlyON team, provided virtual learning and child development opportunities during a time when in-person learning was limited or non-existent.

Video topics included self-concept, gross and fine motor skills, emotional self-regulation, communication, cognitive development, and STEM (science, technology, engineering and mathematics).

**99**  
videos

**3,000**  
views

**30**  
countries





## Caring for children and families: Building skills for success

Many children and families facing poverty and marginalization, paired with social isolation, experienced increased exclusion from online information, services, benefits, virtual learning for their children and virtual social activities. Throughout 2021, we responded to this urgent need with a number of programs and services that aim to reduce barriers to digital participation, increase knowledge and fill the gaps.

These programs provide technology equipment, individualized technology support, and programming to learn and practise new technology skills.

Macaulay helped improve access to technology in 2021 in the following ways:

- Workshops for parents to help increase their capacity to support their children's online learning and safety
- Improved connections to other people through workshops and classes, and increased access to family, friends or online communities
- Coding programs for school-age children

## TABLET LENDING LIBRARY

Macaulay's Tablet Lending Library provides tablets for families with children ages 0–12 who are facing increased social isolation and exclusion from digital programming. We developed this program during the extended Covid-19 lockdowns, when many families were unable to participate in online learning and other critical programming for their children. We couriered lending tablets to families in need to increase access to our digital programming. In addition, we offered IT support to help families with getting set up and oriented on app-based programs that support children's learning.

## In their words

"I have two boys in online learning, and my youngest had to wait until 3:30 to get online, because we only have one tablet at home. Now he can join programs and participate with other children!"



## 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 use a range of strategies and work together with their peers. We also offer workshops for the families of Girls Code participants to support their child's access to STEM (science, technology, engineering and mathematics) opportunities. To further inspire participants, Girls Code also shares the stories of local role models with careers in STEM fields.

In 2021, we conducted a pilot program using Python, a coding language used in workplaces all over the world:

- **100%** of participants reported that they would recommend this program to a friend.
- **100%** of participants reported that they would like to learn more about Python.

## In their words

"I like the Python code. I felt like a hacker ... in a good way!"



## Girls and STEM

What do our Girls Code participants love about coding?

- "Making codes and sometimes trying new things that are especially fun"
- "When I get to make games!"
- "Making games with friends"
- "Showing the games we were working on to our parents"
- "Learning to put things together using Scratch"
- "Creativity"
- "Everything!"





## 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, and health and wellness learning for children. Free for families, the After School Program provides a space of care with welcoming staff, a safe environment, fun activities, and a chance to meet and make friends. Building on the success of and interest in our Girls Code program, we began to incorporate coding lessons into our After School Program in 2021.

Throughout the year, we pivoted our program to provide both virtual and in-person learning opportunities that were accessible for our families and adaptable to meet their needs.

**165**  
children

**11**  
coding lessons

### In their words

“Thank you for giving this opportunity for both kids and parents to learn some valuable information. I know my son loved the coding sessions and made a friend in the process!”

Despite the switch from in-person learning to virtual programming, children and families reported:

- Increased nutrition and health information through games and activities taught by the After School staff
- Increased physical activity by participating in online sessions with After School staff during the lockdown period
- An increase in participants’ positive interactions with peers from attending the online After School classes during the lockdown period
- Increased academic support and homework completion
- An increase in participants’ knowledge of online safety

Outcomes from our After School coding programming in 2021 included children demonstrating increased:

- Interest in coding
- Confidence in math
- Interest in STEM

## Services for children with extra support needs

We prioritize services to vulnerable and diverse families. Throughout 2021, we continued to provide services both in person and virtually for children and families with extra support needs and ensured there was no interruption to service delivery.

### Speech and language

- **1,566** children and their families received speech and language support services through our Early Abilities program.

#### OUTCOME

- **Over 90%** of parents reported that they were given strategies to help their child and that their child's communication improved as a result.

## Resource Consultation (Every Child Belongs)

- **35** screenings and assessments were completed to identify children with extra support needs and ensure access to resources.
- **85** workshops were held for parents and caregivers to help reduce social isolation and increase help for children with extra support needs.

#### OUTCOME

- **95%** of parents said the workshops made them feel more supported and increased their parenting knowledge.

## Behavioural and occupational therapy

- **422** children benefitted from these services.

#### OUTCOME

- Children demonstrated improved **behaviour regulation, concentration and temperament.**
- Parents noted improvement in their **self-confidence** and **abilities to manage and understand their child's behaviour.**

## Working in partnership with children and families to help children reach their greatest potential

### Parent advocacy program

- **115** workshops for **167** parents and caregivers

#### OUTCOME

- 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 community services (such as therapies, workshops, other groups available in the community)
- Increased peer support and networks (connections with other parents)

### Family home visiting program

- **1,780** home visits were completed for vulnerable families living in high-risk neighbourhoods, providing resources and parenting strategies to help reduce social isolation and provide help for children with extra support needs.

#### OUTCOME

Parents and caregivers reported that they:

- Felt increased support in their role as a parent
- Received information that greatly improved their parenting
- Learned more about their child's growth and development
- Increased their confidence when dealing with their child's behaviour
- Increased positive experiences with their child
- Increased information about community resources and supports
- Improved coping skills in dealing with the stress of parenting

# Caring for our people

Supporting our people throughout the crisis so they could better support children and families

Throughout 2021, our staff and providers faced significant challenges and obstacles as they navigated the Covid-19 pandemic and ever-changing public health restrictions. With increases in cases of Covid-19 around the world—as well as the stressors related to managing work and everyday life in the second year of a global pandemic—mental health and well-being were negatively impacted. Macaulay responded with enhanced supports, a focus on employee well-being and deepened collaboration, both amongst our staff and with our community partners, to ensure service continuity and service excellence.





Continuum of care: Our people



## Overcoming challenges together

Macaulay recognizes the critical role that our staff and providers play along the continuum of care—we simply cannot provide our much-needed support to families if we are not supporting our own people. In 2021, this is how we cared for our people:

- Prioritized the needs of our staff and providers to help alleviate stress and promote mental health and well-being
- Collaborated to support one another and achieve agency-wide goals
- Protected the health and safety of our workforce

## Our values

As part of our strategic planning process, we engaged our staff and providers in identifying a set of values that reflect our culture at Macaulay. These values have set the stage for how we intend to work together over the next three years and have been incorporated into our daily work throughout 2021:

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

## Supporting our people amid growth

Our Human Resources team worked diligently throughout 2021 to support growth across all departments. To do so, the team trained, oriented and supported staff and providers to ensure the success of each individual, each department and the agency as a whole.

During a time when many organizations were struggling to retain and recruit staff, Macaulay met increased demand for our services while following Covid-19 operating requirements by growing and promoting staff internally. In addition, we continued to improve our overall compensation package for staff and retain our generous time-off entitlements to support our belief that overall well-being includes paid vacation and sick time—benefits that became increasingly important throughout this past year.

Highlights from our Human Resources team in 2021:

- **152** new positions added despite the increasing challenges facing employment in the early years sector
- **66%** of new positions filled by internal candidates, promoting growth within the agency
- **204** orientations completed to ensure staff were adequately prepared and set up to succeed in their role
- **Low turnover rate** maintained while increasing the number of full-staff time needed to support our operations

## Focus on employee well-being

In an effort to further support our workforce's mental and emotional well-being, Macaulay introduced new initiatives and continued existing ones in 2021.

- **New Employee and Family Assistance Program with HumanaCare:** This new benefit provides free and confidential support to all Macaulay staff as well as their families. We held an orientation for all staff to learn about the program and hosted our first live webinar on managing life's stressors.
- We promoted physical health and well-being by continuing to offer a corporate discount with Goodlife Fitness for all Macaulay staff. We hosted three virtual sessions with certified nutritionists and fitness trainers about "eating on the run," yoga and bootcamp fitness.
- We hosted our annual recognition night digitally, where 24 staff were recognized for service awards, including one staff member who was recognized for 30 years of service as an early childhood educator with Macaulay.
- We helped to promote professional development by offering a Child Development Practitioner—Early Childhood Education apprenticeship opportunity for Macaulay staff who wish to increase their ECE credentials. This allows staff to continue to work and use hours toward completing the program.



## Child care recognition

As essential workers, Macaulay's Child Care teams have continued to be unwavering in their dedication to providing safe and quality care for children and families throughout the Covid-19 pandemic. As recognition for the hard work and challenging circumstances our licensed Child Care team faced in 2021, we created messages of thanks from our staff and families, and displayed them proudly around our child care centres and on our message boards.

## Internal collaborations: Working together for the benefit of children and families

Macaulay teams supported each other during times of crisis to ensure service continuity. Internal collaboration across the agency led to better outcomes for children and families and greater support for staff. Front-line staff actively worked together to wrap services around families:

- Extended access and capacity to serve children and families, which allowed staff to meet families where they are
- Increased training and information sharing
- Increased problem solving
- Enhanced collaboration to fill workforce gaps brought on by stress and illness and to prevent interruptions to service delivery



## The power of working together

Macaulay's Speech and Language and EarlyON teams worked together to help families access in-house assessments and interventions while attending an EarlyON session. This creative and collaborative programming met families where they were and provided seamless service delivery, allowing for better outcomes for families.

To deliver this programming, we partnered with Autism Ontario, Jane Finch Community and Family Centre, SickKids Centre for Community Mental Health and Yes I Can.

This programming benefitted children and families in the following ways:

- Warm referrals made to community programs and services
- Families felt safe to participate and refer other families
- Access to service and supports expanded
- Services made available in multiple languages



## Health and safety

Since the start of the Covid-19 pandemic, Macaulay has prioritized the health and safety of our staff, providers, service users and greater community. We followed guidelines from the Ministry of Health and Toronto Public Health across all of our programs to protect our workforce and our communities. In 2021, we successfully implemented our vaccination policy requiring all staff, students, volunteers in all programs and departments, and frequent visitors at child care centres to be fully vaccinated against Covid-19. By November 2021, we reached 95 per cent compliance with this policy; in our home child care program, 89 per cent of our providers were fully vaccinated with the remaining 11 per cent undergoing regular testing.



# Working together with our funders

We are grateful for the strength and generosity of our government and private sector partners. Their support made it possible for us to sustain operations and provide critical assistance to children and families in our community, with no interruption to service delivery.





## 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 were able to deliver critical programs and ensure service continuity throughout 2021 thanks to the unwavering support of the **City of Toronto**, the **Public Health Agency of Canada** and the **Ontario Ministry of Heritage, Sport, Tourism and Culture Industries**.

## United Way of Greater Toronto

We are grateful for the generous support received as an anchor organization of the United Way of Greater Toronto. This support has been unwavering throughout Macaulay's history, and especially throughout the Covid-19 pandemic.

## The Macaulay family

Through generous support from the Dorothy and Hugh Macaulay fund, we were able to provide resources to children with extra needs and their families for behavioural therapy and occupational therapy. In addition, the Macaulay family provided seed funding to establish the Emergency Family Support Program, which offers immediate relief for families struggling as a result of the Covid-19 pandemic.

## 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.

## Ontario Trillium Foundation

Macaulay was the recipient of a seed grant from the Ontario Trillium Foundation (OTF), which helped to build on services for children and families with extra needs. The grant helped us to bring on board a behaviour resource consultant, a program that was further developed in 2021.

### In their words

"I am thrilled that the Macaulay Child Development Centre, an integral part of my riding, will continue to build on the support they provide to children and families, and help young children who face barriers to develop strong emotional and social skills."

Robin Martin, **MPP for Eglinton–Lawrence**

# Caring for our community

Community partners help us identify local needs, develop and deliver new services, and expand our reach into a broader service area. In 2021, these partnerships enabled us to provide more robust support to families during a particularly challenging time.

A look at the impact of Macaulay's community collaborations in 2021:

- Provided an integrated framework for families to access needed services
- Provided referrals to existing Macaulay programs, leading to more internal collaboration as well as warm referrals to other partner agencies and collaborators
- Built partnerships between families and needed supports in the community
- Collaborated with community agencies to develop and deliver new programming and provide more robust support to families
- Promoted leadership opportunities to Macaulay and partner community organizations







## Program Without Walls

Program Without Walls (PWW) is a coalition of six agencies working together to improve the health and development of children ages 0–6. Macaulay is the lead agency, responsible for coordinating and administering programs, overseeing program quality, and facilitating collaborative governance. Funding for this initiative is provided by the Public Health Agency of Canada under the Community Action Program for Children (CAPC).

In 2021, PWW served approximately 400 vulnerable families with young children, in the following ways:

- Increasing access to complimentary services and resources
- Sharing knowledge and skills with parents
- Increasing children's participation in safe and stimulating activities



## Partners in early years advocacy

Macaulay staff collaborated with leaders from across the early years sector in 2021 to improve service delivery and advocate for early learning and child development. Some of our affiliations include:

- Lead role in Quality Early Learning Network (QELN), a coalition of early learning and support agencies dedicated to promoting accessible early learning and care programs for all children
- Leadership and advisory role for Toronto Metropolitan University's Inclusive Early Childhood Service System project
- Collaboration with colleges and universities, including Humber College, George Brown College and Toronto Metropolitan University, to help promote professional development and employment opportunities within the sector



## York South Weston Pelham Cluster

At the outset of Covid-19, United Way and the City of Toronto created “clusters” of community-based organizations across the city to solve pandemic-related challenges in priority neighbourhoods. Macaulay is actively involved with the York South Weston Pelham (YWP) Cluster, which comprises community agencies with the aim of supporting vulnerable people in the catchment area.

### Vaccine engagement project

In 2021, Macaulay joined a subgroup of the YWP Cluster to co-develop and deliver a vaccine engagement strategy to the local community, with an aim to educate and inform residents about the importance and safety of vaccination, and to provide access to vaccination. The project targets high-risk neighbourhoods that, according to Toronto Public Health, have been disproportionately impacted by Covid-19 in the following ways:

- **83%** of people with reported Covid-19 infection identified with a racialized group.
- **51%** of reported cases in Toronto were living in households that could be considered lower-income.
- **27%** of Covid-19 cases were among individuals who live in households with five or more people.

In 2021, we supported vaccination efforts in high-need communities in the following ways:

# 323

people received vaccine information and access to resources

# 9,800

people received vaccine information through social media and web-based outreach efforts

# 10

outreach tables designed to address vaccine hesitancy while providing information and resources to local residents, including FAQs and instructions on how to register for a vaccine

# 81

hours dedicated to vaccine outreach within the York South Weston community

# 203

individuals gained access to Covid-19 vaccines

# Looking to the future

From the Great Depression to the global pandemic, Macaulay has been unwavering in our support for children and families. We know many changes are ahead as we emerge from the pandemic. We're preparing for this transition and will be ready to respond to the needs of our communities, as we have done for nearly 90 years.

In 2021, we planned for the future growth and resilience of our agency:

- Developed a strategic plan that will direct our work over the next three years
- Focused on our infrastructure needs
- Examined our internal systems and processes to improve operations
- Continued to advocate for the early years sector
- Remained accountable to our funders and stakeholders



# Building our infrastructure

A house cannot stand without a foundation. The same is true of an organization. The foundation for Macaulay includes our supports, our systems, our technologies and our resources. As Macaulay evolves and adapts to meet the changing needs of our community, the ways that we work, both in our physical office and program locations as well as with the systems and supports needed, must also evolve and adapt to ensure we maintain efficiency, communicate effectively and deliver responsive, high-quality services.

To align with our new vision and to enable future growth, we examined our internal processes and systems and began to build our infrastructure in the following ways in 2021.

## SYSTEMS AND SUPPORTS

To support operations and improve our internal systems, we began the development of a contact management database. This database will allow us to better track, analyze and record data, and to provide more seamless communications to our stakeholders. We also developed a results-based accountability framework, as well as tools that help us report back to our stakeholders regularly on the difference Macaulay is making with our families and in the communities we serve.



## OFFICIAL OPENING OF OUR HEAD OFFICE

Our newly renovated head office at 2010 Eglinton Street West officially opened for staff in 2021. This new space allows for better workflow and service delivery, can better accommodate a growing workforce and is more accessible to our community.

## MARKETING AND OUTREACH

To further develop our virtual presence and support our marketing and outreach efforts, we began a branding strategy, which will include a revised website and visual identity that aligns with our strategic goals and directions.

Concurrently, we continued to grow and enhance our social media presence:

**25** new followers      **264** interactions

**516** followers around the globe



## Macaulay's strategic plan for 2022–2025

In 2021, we crafted and approved a strategic plan that shared a new vision for our future. We initiated a collaborative, comprehensive planning process, involving children, parents, staff, community partners and others. Within this new vision, we will continue—with the highest standards—to provide:

- Quality services to children ages 0–14 and their families
- Support for high-risk families
- Care, attention and commitment to children with extra support needs

At the core of everything we do is our belief that all children can thrive in strong families, high-quality early learning settings and supportive neighbourhoods.



# Advocating for the early years sector

We engaged in strong advocacy at all levels of government throughout 2021 to support marginalized families' equitable access to early learning and care services as well as to ensure the sustainability of the early years sector. Our efforts were mobilized through the following networks, collaborations and partnerships:

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



## Financial statements

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

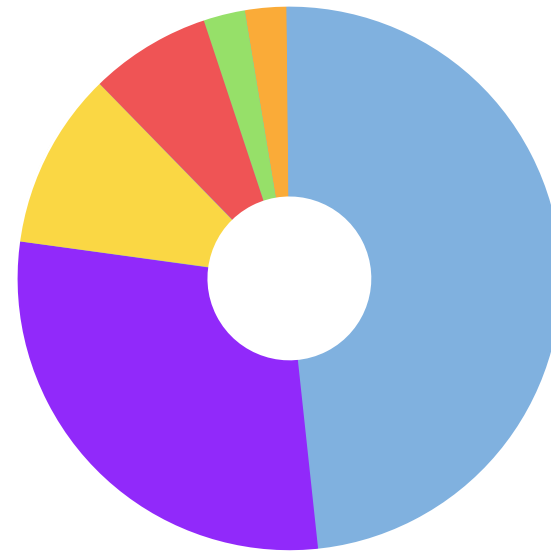
## Statement of operations for the year ending December 31

REVENUE (\$)	2021	2020
Fee for services	8,218,422	4,638,477
Grants	10,020,086	8,058,650
United Way of Toronto and York Region	538,188	565,156
Government wage subsidies	1,525,386	3,108,457
Other	231,677	181,692
<b>Total revenue (\$)</b>	<b>20,533,759</b>	<b>16,552,432</b>
<hr/>		
EXPENDITURES (\$)		
Staff salaries and benefits	13,598,083	11,355,566
Home child care providers	3,959,845	2,229,232
Program expenses	1,383,012	1,043,770
Building occupancy and maintenance	744,792	660,085
Office administration	400,297	356,584
Staff development and transportation	82,068	61,096
Other	281,388	212,146
<b>Total expenditures (\$)</b>	<b>20,449,485</b>	<b>15,918,479</b>
<hr/>		
Excess of revenue over expenditures from operations	84,274	633,953
Investment income	230,937	199,580
<b>Excess of revenue over expenditures for the year</b>	<b>315,211</b>	<b>833,533</b>

## 2021 operating revenue by source

- Government grants
- City of Toronto Child Care Fees
- Parent Fees Child Care
- Government wage subsidy
- United Way of Toronto
- Donations, investment income and others

- 48%
- 29%
- 11%
- 7%
- 3%
- 2%



## 2021 operating expenses by program

- Child Care Centres
- Home Child Care
- Family/Community Programs
- Central Administration

- 41%
- 25%
- 22%
- 12%



## Meet our board and executive team

### BOARD OF DIRECTORS

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

### EXECUTIVE TEAM

- Trevor McAlmont, **Executive Director**
- Charles Abayomi, **Director, 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**
- Carina Lewis-Campbell, **Executive Assistant**







# Our supporters

## CORPORATE SUPPORTERS

- Canada Helps
- CyberGrants
- Miller Thomson LLP
- Protectors Group

## SERVICE CLUBS AND ASSOCIATIONS

- Bishop Allen Academy
- York Lions Club

## 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 Greater Toronto

## FOUNDATIONS AND ASSOCIATIONS

- Charities Aid Foundation of Canada
- CHUM Charitable Foundation
- Jackman Foundation
- PayPal Charitable Giving Fund
- Toronto Foundation
- Unifor Local 1701

## INDIVIDUAL SUPPORTERS

- Andrew Macaulay
- Anne Walters
- Anne Marie Predko
- Birgit Jackson
- Carlene Alexander
- David Brownridge
- Debra Pepler
- Dianne Carter
- Elizabeth Carveth
- Jane Long
- Jeanette Browne
- Judy Wang
- June Starkey
- Karen Taylor
- Katherine Hall
- Kristinne Kricfalusi
- Linda Curtis
- Linda Hills
- McMillan Melville
- Michael Bates
- Michael Carter
- Michel Picard
- Paul Bordonaro
- Robert & Carol Macaulay
- Sarah Birdsell
- Sharon Filger
- Sheila Legon
- Susan Gowans
- Yongyan Liang

## 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

- Adventure Place
- Aisling
- Art Starts Neighbourhood Cultural Centre
- Autism Ontario
- B&M Hair Studio & Barbers
- Barbers of Eglinton
- 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
- East Metro Youth Services
- Elegance Barber and Salon
- The Etobicoke Brighter Futures Coalition
- The Etobicoke Children's Centre
- 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
- Home Child Care Association of Toronto
- 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
- More Than a Haircut
- Neighbourhood Link Support Services
- Network Child Care Services
- Pivotal Autism Community Services
- Pure Vibes Barber Shop
- Quality Early Learning Network
- 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

## 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 and Family Network (TCFN)
- York Weston Pelham Cluster Committee



## HEAD OFFICE

### Macaulay Child Development Centre

2010 Eglinton Ave. West, Suite 400

Toronto, ON M6E 2K3

Tel: (416) 789-7441

Fax: (416) 789-4719

info@macaulaycentre.org

## EARLYON CENTRES

### EarlyON Child and Family Centres

2700 Dufferin St., Unit 55

Toronto, ON M6B 3R4

(416) 783-7298

### EarlyON Child and Family Centres

48 Regent St.

Toronto, ON M6N 3N9

(416) 653-3270

### EarlyON Child and Family Centres

1541 Jane St.

Toronto, ON M9N 2R3

## CHILD CARE CENTRES

### Dovercourt Child Care Centre

228 Bartlett Ave.

Toronto, ON M6H 3G4

(416) 516-8367

### F.H. Miller Child Care Centre

300 Caledonia Rd.

Toronto, ON M6E 4T5

(416) 546-1090

### Humberwood Child Care Centre

850 Humberwood Blvd.

Toronto, ON M9W 7A6

(416) 394-4766

### Jane Street Child Care Centre

610 Jane St.

Toronto, ON M6S 4A6

(416) 769-8021

### Keelestdale Child Care Centre

200 Bicknell Ave.

Toronto, ON M6M 4G9

(416) 394-4222

### Marlee Child Care Centre

145 Marlee Ave., first floor

Toronto, ON M6B 3H3

(416) 546-8931

### Regent Street Child Care Centre

48 Regent St.

Toronto, ON M6N 3N9

(416) 653-8322

### St. Andre Child Care Centre

36 Yvonne Ave.

Toronto, ON M3L 1C9

(416) 312-5044

### St. John the Evangelist Child Care Centre

23 George St.

Toronto, ON M9N 2B4

(416) 303-8422

### Warren Park Child Care Centre

135 Varsity Rd.

Toronto, ON M6S 4P4

(416) 769-1253

## MacaulayCentre.org



[facebook.com/](https://facebook.com/MacaulayChildDevelopmentCentre)

[MacaulayChildDevelopmentCentre](https://facebook.com/MacaulayChildDevelopmentCentre)



[instagram.com/MacaulayCentre](https://instagram.com/MacaulayCentre)