



**Macaulay Centres for Children**  
Strategic Plan 2026–2030

**Vision 2030:**  
Growing to Meet the Need



## Message from our CEO

Over the past five years, Macaulay has grown. We have expanded our programs, widened our reach and helped families at moments when they needed us most. What we are seeing now is clear: Families are facing more pressure, and the need for services is rising. Families want accessible, affordable child care; timely interventions for children with extra support needs; services that help them navigate complex challenges; and resources they can count on as their children grow.

Macaulay is ready to meet the moment.

*Vision 2030: Growing to Meet the Need* is our roadmap for the future—a clear, thoughtful strategy built around three core priorities that reflect what families have told us they need most. This plan positions us to grow with purpose, deepen our impact and continue earning the trust placed in us by the communities we serve.

Thank you for being part of this journey. With your support, we will build a stronger, more responsive Macaulay for the next five years and the decades that follow.

A handwritten signature in orange ink, which appears to read "Charles Abayomi". The signature is stylized and written in a cursive-like font.

Charles Abayomi

CEO, Macaulay Centres for Children

# Our impact at a glance

These numbers offer a snapshot of Macaulay's reach today, and help ground *Vision 2030: Growing to Meet the Need* in the reality of who we serve and the scale of our work.

**6,071**

adults served, including parents, caregivers and professionals

**5,043**

children served

**1,822**

children with an extra support need served

**Total**

**11,114**

unique individuals served across programs in 2024



# Who we serve

Toronto is changing—and the families who turn to Macaulay reflect that change. These characteristics help us understand the communities we serve and the context for our work.

**61%**

of adults were born outside of Canada

**83**

countries are represented at Macaulay

**12%**

of families have incomes of less than \$15,000/year

**14%**

of families are led by a single parent, many of whom require additional assistance

**36%**

of children have an extra support need

**50%+**

of families speak Spanish and/or Tagalog

# Our community

Our programs reflect the people we serve. They are shaped by families, staff, partners and volunteers who bring strength, expertise and heart to everything we do. We are grateful for every parent who shares their story, every child who trusts us and every partner who helps build stronger communities with us.



# Our programs

## Licensed child care

- Licensed child care centres
- Licensed home child care providers



## Community programs and services

### 1. Community support and prevention

- After School Program
- Book Nook
- Emergency Family Support Program
- Family Home Visiting
- Girls Code (coding and STEM access)
- More Than a Haircut
- Parent Advocacy
- Triple P Parenting

### 2. Preschool Speech and Language

### 3. EarlyON Child and Family Centres

### 4. Early intervention

- Behaviour resource consultation
- Every Child Belongs / resource consultation
- Occupational therapy consultation
- Program Without Walls
- Social work



# Who we are

Since 1932, Macaulay has supported children and their families across northwest Toronto. We offer **licensed group and home-based child care**, and a wide range of **community programs** shaped by equity, inclusion and evidence-informed practices. We walk alongside families from infancy through the middle years, with a deep focus on children who have extra support needs. We partner across the sector to help children grow and thrive.



## 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	Integrity
Collaboration	Mutual respect
Equity	Quality
Inclusion	

# Our priorities

We designed *Vision 2030: Growing to Meet the Need* around three priorities that deliver real, lasting impact for children, families and communities.

1

**Growth that fits**

2

**Make our foundation stronger**

3

**Show up as a leader in the sector**

# 1. Growth that fits

## About this priority

We grow where families need us most and where Macaulay can make the greatest difference. **Growth that fits** means expanding programs to match community needs, build on our strengths and position us to deliver lasting impact. It ensures families receive accessible, high-quality support. It lets us bring what we do best to more children in the right places and at the right pace.

## Why it matters

Families need support now, not someday. When we grow with purpose, more children get the care they deserve and more families feel the difference in their daily lives. Growth that fits means staff have what they need to do their best work and families can count on services that truly help. It allows Macaulay to expand while staying true to what makes our work meaningful.



## What we're working toward

- More licensed group child care spaces
- A bigger and stronger home child care (HCC) program
- More community programs that close real service gaps

## How we'll get there

- Build on programs that already deliver results
- Identify unmet needs in our communities
- Add new programs or partnerships only when they match our strengths
- Ensure every new initiative has the right people, tools and funding
- Explore new ways to deliver services that meet evolving family needs

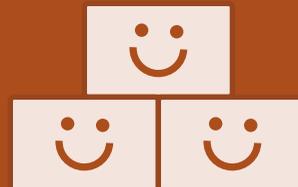
## 2. Make our foundation stronger

### About this priority

To serve more families, we need strong systems, supported staff and clear structures. **Making our foundation stronger** means building the tools, processes and culture that help our teams do their best work and keep Macaulay stable for the long term.

### Why it matters

Families feel it when our systems work. They get faster responses, clearer communication and smoother services. Staff feel valued because they are equipped with the resources they need to succeed. And the organization stays robust and ready for what comes next. A strong foundation ensures we can keep showing up for families for the next 90+ years.



### What we're working toward

- Clear roles and structure to support sustainable growth
- A healthy, well-supported workforce
- Modern, reliable systems and processes
- Diversity, equity, inclusion and reconciliation (DEIR) embedded across our organization
- A fundraising program built for long-term sustainability

### How we'll get there

- Set clear priorities and make intentional decisions
- Support staff well-being and growth
- Strengthen collaboration across teams and programs
- Invest in technology and tools that remove barriers and speed up service
- Build fundraising capacity for the future
- Use DEIR principles to guide all we do

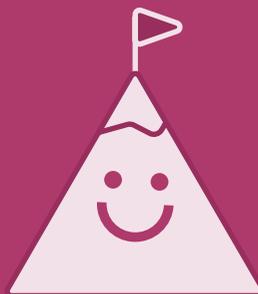
# 3. Show up as a leader in the sector

## About this priority

People who work with Macaulay know the quality of our programs. Now we want more families, partners and funders to see it too. **Showing up as a leader in the sector** means telling our story clearly, sharing what works and using our experience to support positive change.

## Why it matters

Our leadership grows when people understand our impact and trust our voice. By stepping up with clarity and confidence, Macaulay can attract new supporters, strengthen partnerships, and help shape a stronger future for children and families across Toronto.



## What we're working toward

- Strong, consistent and strategic communications
- Clear ways to show the impact of our programs
- A stronger voice for Macaulay within the sector

## How we'll get there

- Share stories that show the difference our programs make
- Ensure our brand and messaging reflect the quality of our work
- Highlight the strength of Macaulay's leadership and expertise
- Communicate results in ways that build trust with families, partners and funders
- Advocate for programs, funding and policies that contribute to the development of the sector

# Helping kids, families and communities thrive since 1932

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