



The Macaulay  
Child Development  
Centre

**ANNUAL REPORT 2018**



**HELPING  
CHILDREN  
SUCCEED  
TODAY  
AND FOR  
THE FUTURE.**

# MESSAGE FROM THE PRESIDENT OF THE BOARD

Our success in 2018 would not be possible without the tireless commitment of our staff, home child care providers and volunteers. We thank them for their exceptional talent and expertise and for their dedication to children and families.

We also gratefully acknowledge the tremendous dedication of our Board of Directors; their vision and leadership enabled Macaulay to grow and flourish and has helped carve the way to a bright future for the agency.

We especially appreciate our government and private sector partners, for their generous support and confidence in our work, and our community partners who collaborated with us for the benefit of children.

Thank you for your interest in our work. This report is a celebration of all that we have accomplished and a look to the future as we continue to grow and adapt our services to meet the needs of our changing community.



**Jane Long** | President

New Executive Director

# MESSAGE FROM THE EXECUTIVE DIRECTOR

As the new Executive Director, it is a great privilege to continue this legacy serving children and families. I look forward to working with the Board of Directors, our staff, volunteers, parents and community partners to continue the highest caliber of service delivery to the community.

My focus is to continue the child and family centred approach in all of our programs and to be responsive to the changing needs of the communities we serve. We have a rich tradition of the highest quality childcare, innovative community programming and support to parents, which we will continue to provide as we look forward to 2019-2020.



**Trevor McAlmont** | Executive Director



## DEAR FRIENDS,

2018 was another outstanding year for Macaulay. Overall, we continued our work on more fully implementing a “Child and Family-Centred” approach in all of our programs. We specifically focused on applying these important principles to designing a 3-tiered service navigation support for Macaulay families. Once fully implemented, Macaulay families will have effective supports to access the services they need for themselves and for their children’s well-being.

Our commitment to innovation and responsiveness led to new initiatives that included a new child care program; a “Girls Coding” pilot; a children’s program for asylum-seeking/homeless families; and an advocacy support group for parents of children on the autism spectrum, to name a few. Our community collaborations helped us expand our reach to children and families not well-served by traditional approaches. More than a Haircut, our Speech and Language/Early Abilities team, and our Healthy Babies parent education staff—are just three examples of programs that employed effective strategies to reach our under-served community. This Annual Report provides more information about all of these significant events.

Over the past 30 years, I have seen this amazing organization expand both in size and impact. As I move into retirement, I am confident that Macaulay’s future will continue to be bright and meaningful.



**Sharon Filger**



# ABOUT MACAULAY

**Macaulay offers a full continuum of programs and services that support healthy child development, strong families and vibrant communities.**

## For children:

**Licensed child care** for children ages 0–12. Play-based curriculum builds self-esteem, fosters children’s natural eagerness to learn, and promotes skills development.

**Licensed home child care** for children ages 0–12. Caregivers offer enriched family settings that meet government standards for quality and safety.

**Homework Clubs** for children ages 7–10. A free after-school program that offers a unique blend of physical activity, academic and social support for children in underserved communities.

## For families:

**EarlyON Child and Family Centres** for children ages 0–6 and their parent/caregiver. Play-based learning opportunities enable children to develop skills needed for healthy development and successful school entry. EarlyON Centres strengthen families through parenting education programs tailored to the needs of our diverse community. Families are connected to the community and to specialized services.

**Healthy Babies Healthy Children** provides home visits for identified families with children 0–3 years to help reduce isolation and strengthen parenting skills.

**Specialized Parenting Education** offers innovative group programs that strengthen the parenting skills of our diverse communities. This includes our **Parent Advocacy Program**, which enables parents to develop the skills and knowledge they need to be effective voices for their children.

## For children with special needs:

**Early Identification** screens children and addresses individual support needs in order to minimize any long term impact.

**Early Abilities—Preschool Speech and Language Services** provides assessment, individual and group interventions for children with an identified need.

**Every Child Belongs—Special Needs Resource Consultation** enables child care programs in the community to effectively include children with special needs through consultation services and professional development.

## For communities:

**Community Development** initiatives strengthen our community’s ability to foster healthy child development. As the lead for **Program Without Walls**, we facilitate community networks and coordinate the delivery of early years services by 6 community agencies.

**Early Literacy Specialists** promote and strengthen literacy-rich programming in early years settings across Toronto.

Our **childminder program** provides training, support and employment opportunities to community members.



## OUR VISION

All children achieve their greatest potential within caring, responsive families and communities.

## OUR MISSION

Macaulay Child Development Centre fosters the optimal development of children, in partnership with their family and community.



# WHAT WE DID IN 2018

**194**

SCHOOL-AGE CHILDREN RECEIVED ACADEMIC AND SOCIAL SUPPORT THROUGH OUR **HOMEWORK CLUBS**.



**2,000**

HOME VISITS WERE PROVIDED FOR FAMILIES OFFERING CUSTOMIZED, IN-HOME PARENT SUPPORT AND EDUCATION.



EVERY CHILD BELONGS SPECIAL NEEDS RESOURCE CONSULTANTS PROVIDED **1,027**

VISITS TO CHILD CARE CENTRES AND HOME CHILD CARE PROVIDERS.

**3,226**

CHILDREN ATTENDED OUR **EARLYON CHILD AND FAMILY CENTRES** WHERE A RANGE OF PROGRAMS ADDRESSED IMPORTANT ASPECTS OF CHILD DEVELOPMENT INCLUDING; SOCIAL, COMMUNICATION AND EARLY LITERACY SKILLS.



THROUGH AN ONGOING PARTNERSHIP WITH THE **CHILDREN'S BOOK BANK**, MACAULAY'S BOOK NOOK PROVIDED

**11,156**

**BOOKS** TO FAMILIES, ENCOURAGING LITERACY IN THE HOME.



**MORE THAN A HAIRCUT** PROVIDED

**39**

FATHERING SESSIONS IN LOCAL AFRICAN-CANADIAN BARBERSHOPS, REACHING MORE THAN

**378**

PARTICIPANTS IN INNOVATIVE NEW WAYS.

HIGH QUALITY CARE WAS DELIVERED TO

**849**

CHILDREN IN OUR **LICENSED CHILD CARE CENTRES** AND

**831**

IN **HOME CHILD CARE**.

**551** WORKSHOPS PROVIDED.

**24**

LANGUAGES SPOKEN BY OUR CHILD DEVELOPMENT STAFF.

**96**

AGENCIES SERVED THROUGH CONSULTATION AND COLLABORATION.

OUR **EARLY ABILITIES PROGRAM** SERVED

**1,544**

CHILDREN WITH SPEECH AND LANGUAGE DELAYS.

WHERE WE MADE THE BIGGEST IMPACT

**6,210**

CHILDREN

**8,630**

PARENTS AND CAREGIVERS

**2,181**

CHILDREN WITH A DIAGNOSED OR DIAGNOSABLE SPECIAL NEED.

EARLY LITERACY SPECIALISTS PROVIDED

WORKSHOPS TO

**4,072**

ADULTS, INCLUDING

**2,322**

PARENTS/CAREGIVERS AND

**1,750**

PROFESSIONALS.



## IN 2018, WE WERE COMMITTED TO INNOVATION AND RESPONSIVENESS


For more than 80 years, Macaulay has been responding to the needs in our community. In 2018, our **Healthy Babies Healthy Children** program celebrated its 20th anniversary. As well, our partnership with **Community Action Program for Children** celebrated its 25th anniversary.

Our 8th child care site at **St. John the Evangelist Catholic School** was opened in 2018 and an expansion was completed at our **Keele Child Care Centre**, furthering the reach and breadth of our services.

A new **Girls Coding** program was developed and piloted in 2018 in an effort to engage girls ages 8–12 living in neighbourhoods experiencing high levels of poverty and marginalization. Instructors from within the community were hired and trained to lead the students in lessons, which included math skill boosters and introduction to coding. Thanks to funding from the *United Way of Greater Toronto*, this program will continue to reach more children in 2019.

Through a special partnership with the City of Toronto, Macaulay opened a children's program at the **Toronto Plaza Hotel**, a temporary shelter and residence for asylum seeking and homeless families. Families stay here for 3–6 months and during this time, city staff and community agencies deliver a range of supports to help them settle in a new country or get back on their feet.

Macaulay is privileged to have joined the **Toronto Foundation's "Trust Collective"** in 2018—a fundraising coalition, led by the Toronto Foundation, between 18 local organizations and 100 women philanthropists with a shared goal to raise \$10Million to support women and girls in Toronto, Canada and globally. Macaulay is thrilled to be a part of this innovative fundraising partnership that will help to shape the future of women and girls in our community.



“RESEARCH SHOWS THAT EARLY ENGAGEMENT IS A KEY FACTOR IN GUIDING GIRLS TOWARDS STEM FOCUSED CAREERS, AND THEREFORE PROVIDING GREATER OPPORTUNITY FOR GIRLS IN THEIR FUTURES.”

[corporate planning and policy division natural sciences and engineering resource council of Canada: Ottawa, Ont., 2017]



# IN 2018, WE ELIMINATED BARRIERS FOR CHILDREN AND FAMILIES

**Homework Clubs** continued to fill an important gap in our community. Thanks to a grant from the *Canada Post Community Foundation*, students ages 6–12 had the opportunity to participate in a unique chess club as part of their regular Homework Club curriculum.

An internal collaboration, built on shared experiences working with families, led to the development of an **Advocacy Support Group** for parents of children with special needs. This innovative approach enabled parents to access new information on community resources, provide advocacy strategies, and build personal knowledge and confidence. By combining resources across various internal departments, we were able to offer more seamless service delivery, reduce lengthy wait times and enhance parents' capacity to support their children.

Thanks to the continued generosity of the *Meighen Foundation*, our **Summer Program** grew to support 116 children with a range of developmental and behavioural needs so they could fully participate in community programs.

Across the agency, steps were taken to deepen our response to infants and children with special needs, and those at greatest risk. A planning and assessment tool was piloted to ensure our programs are informed by the latest research.

As the recipient of the *Multicultural Community Capacity Grant*, we were able to provide workshops that helped parents learn to navigate the school system and deepen their engagement in their child(ren)'s school community.



“  
**IT REALLY FEELS  
LIKE A CLUB.  
IT'S A SPECIAL  
TIME FOR ME.**”

—Homework Club participant


## IN 2018, WE IMPROVED OUR INTERNAL CAPACITY TO IMPLEMENT A CHILD AND FAMILY-CENTRED APPROACH

As Macaulay continues to grow and enhance its services to meet the needs of our community, the Child and Family-Centred approach will inform all aspects of program and service delivery. Across the agency, steps were taken to strengthen our internal capacity to support this strategic direction. In 2018, this included:

- The key concepts of Macaulay's Child and Family-Centred approach were introduced to staff and presented to child care and family support professionals at the *Best Start Resource Centre Annual Conference and Macaulay's Early Literacy Conference*.
- A 3-tiered service navigation system was developed that incorporates the Child and Family-Centred approach. This system will provide more robust support for families to access the services they need.

Management training was provided and a leadership program was designed for **Emerging Leaders** at Macaulay.

Across the agency, improvements were made in IT in order to increase efficiency and security, including the implementation of an online system for child care registration and management.



“  
**THE MACAULAY STAFF  
ARE VERY PATIENT WITH  
ME AND MY KIDS AND  
HELP US ON A DAILY  
BASIS WITH OUR OWN  
INDIVIDUAL GOALS.**”

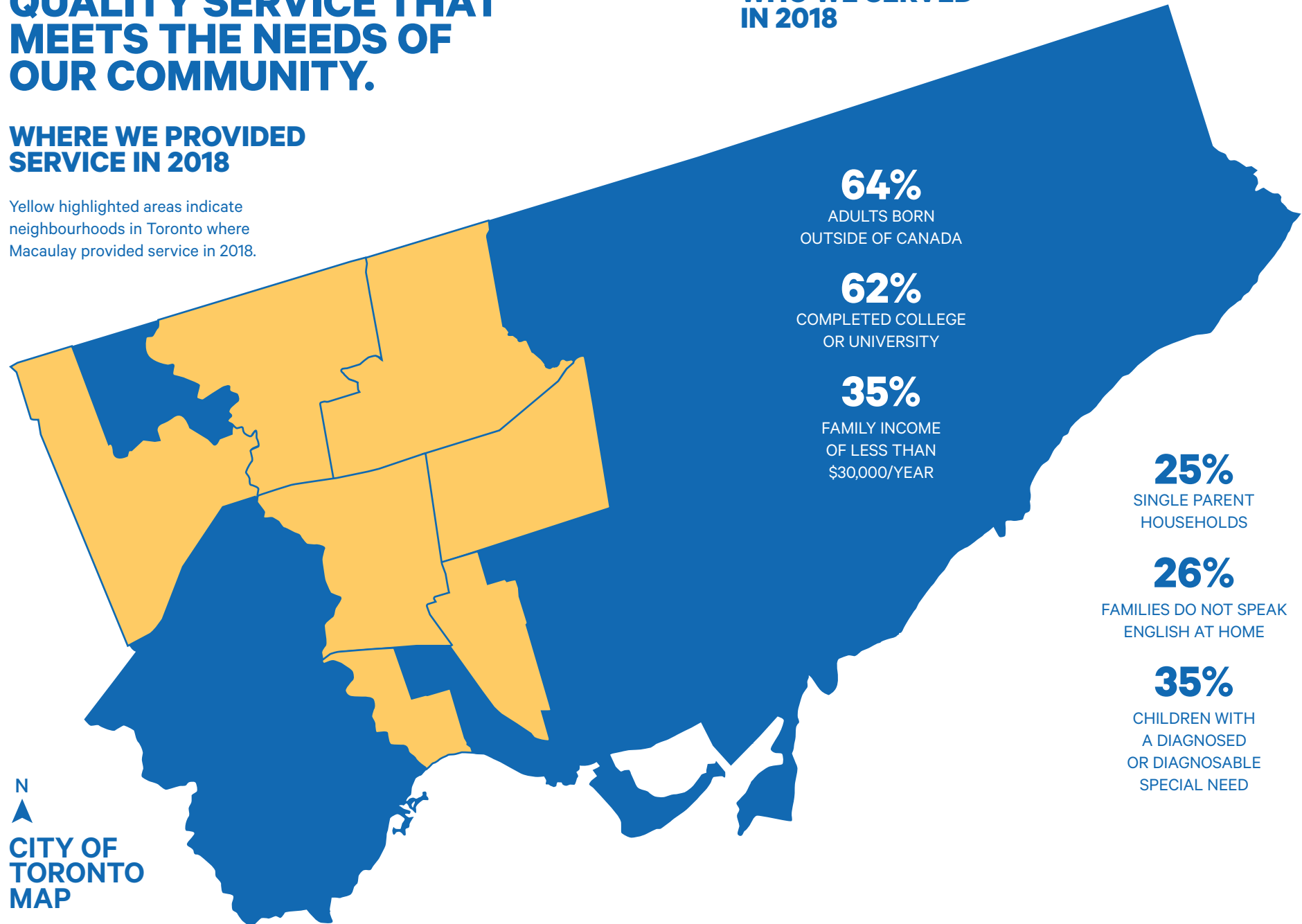
—Macaulay Parent

# MACAULAY IS COMMITTED TO PROVIDING HIGH QUALITY SERVICE THAT MEETS THE NEEDS OF OUR COMMUNITY.

## WHO WE SERVED IN 2018

## WHERE WE PROVIDED SERVICE IN 2018

Yellow highlighted areas indicate neighbourhoods in Toronto where Macaulay provided service in 2018.



N  
▲  
CITY OF  
TORONTO  
MAP



# STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31, 2018

	2018	2017
<b>Revenues (\$)</b>		
Fee for services	10,605,954	9,602,842
Grants	6,888,995	5,523,691
United Way of Greater Toronto	490,362	482,382
Other	83,474	122,283
<b>Total revenues</b>	<b>18,068,785</b>	<b>15,731,198</b>
<b>Expenditures (\$)</b>		
Staff salaries and benefits	10,520,300	9,871,294
Home child care providers	4,894,016	3,690,612
Program expenses	1,146,115	1,011,251
Building occupancy and maintenance	590,015	584,063
Office administration	324,065	280,960
Staff development and transportation	91,986	84,444
Other	149,517	137,813
<b>Total expenditures</b>	<b>17,716,014</b>	<b>15,660,437</b>
<b>Excess of revenue over expenditures from operations</b>	<b>352,771</b>	<b>70,761</b>
<b>Investment income</b>	<b>70,538</b>	<b>163,030</b>
<b>Excess of revenue over expenditures for the year</b>	<b>423,309</b>	<b>233,791</b>

Audited financial statements available upon request.

## 2018 OPERATING REVENUE BY SOURCE

City of Toronto Child Care Fees 47%



Government Grants 37%



Parent Child Care Fees 12%



United Way of Greater Toronto 3%



Foundations, Investment Income & Other Agencies 1%

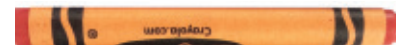


## 2018 OPERATING EXPENSES BY PROGRAM

Child Care Centres 34%



Home Child Care 33%



Family / Community Programs 24%



Central Administration 9%



## BOARD OF DIRECTORS

(Membership in 2018)

Jane Long, President  
 Kathy Hall,  
 Vice President/Secretary  
 Reema Ibrahim, Treasurer  
 Eduardo Alzamora  
 Audrey Amo  
 Michael Bates  
 Karen Brozina-Hawley  
 Kathy Cunningham  
 Linda Hills  
 Maximiliano Iglesias  
 Sheila Legon  
 Andy Macaulay  
 Ana Perri  
 Michel Picard  
 Anne Marie Predko  
 Kathryn Underwood  
 Karla Wentzel  
 Sharon Filger (Ex-Officio)

## PATRON'S COUNCIL

Ms. Zanana Akande  
 Mr. Gordon Cressy  
 Mr. Ken Dryden  
 Ms. Joan Green  
 Dr. Eric Jackman  
 Ms. Fiona Nelson  
 Dr. Debra Peplar  
 Ms. Arlene Perly Rae  
 Dr. Bette M. Stephenson  
 Mr. Matthew Teitelbaum

# THANK YOU

## Funders

City of Toronto Children's Services  
City of Toronto Public Health  
City of Toronto Shelter, Support and Housing  
Ontario Ministry of Children, Community and Social Services  
Ontario Ministry of Citizenship and Immigration  
Ontario Ministry of Education  
Ontario Ministry of Tourism, Culture and Sport  
Public Health Agency of Canada  
United Way of Greater Toronto

## Corporations

Carte Blanche Creative, Inc.  
CIBC Mellon  
Echoage  
George W. McGillis Insurance Agencies, Ltd.  
Gifted  
Graphic Associates  
J. T. Long Consulting Ltd.  
Miller Thomson, LLP  
Real Food for Real Kids Inc.  
Sun Life Financial  
Threshold Theater  
Tru North Orthodontics

## Service Clubs and Associations

Unifor Local 1701  
York Lions Club

## Foundations

Anonymous Foundation  
The Catherine & Maxwell Meighen Foundation

CHUM Charitable Foundation  
CIBC Children's Foundation  
Griggs Family Foundation  
Jackman Foundation  
O'Neil Leger Foundation  
Ontario Trillium Foundation  
Toronto Foundation

## In-Kind Donors

Autism Canada  
Bayla Cheskes  
The Children's Book Bank  
Great Kids Stuff  
Humber Towers Management  
Humberwood Public Library  
Karoline Cweick  
The Printing House  
Theo Heras  
United Way of Greater Toronto

## Individual Donors

Audrey Amo-Bowers  
Kate Andrews  
Anonymous Donors  
Ruth Armstrong  
Minora and Christoph Arnold  
Lynne Aube  
Lesia Babiak  
Lynda Bell  
Jeanette Browne  
Karen Brozina-Hawley  
Kathryn Cairns  
Ernest J. Cappellacci  
Elizabeth Carveth  
Allan and Bayla Cheskes  
Judith and Gordon Colby  
Kathy Cunningham  
Frances DeGeer  
Nicole DeKort  
Karen Engel  
Sherri Ernst  
Sharon Filger

Winnifred Fisher  
Ruth Gayle  
Lorne Glass  
Susan Gowans  
Joan Green  
Sue Griggs  
Joanna Guttman  
Fred and Barbara Hacker  
Katherine Hall  
Yvonne Harding  
Lynn Havard  
Elizabeth Hill  
Reema Ibrahim  
Maximiliano Iglesias  
Catherine Irwin  
Kirsty Jackson  
Dave Jones  
Betty Kashima  
Kim Kofman  
Sheila Legon  
Fred and Karen Leitner  
Jane Long  
Steve Lurie  
Andrew Macaulay  
Robert and Carol Macaulay  
Valerie McDonald  
Susan McDougall  
Barbara McGregor  
Andrea Makowiecka  
Jeanne Marsh  
Adam Molson  
Silvia Montefiore  
Eric Monteiro  
Ghenet Musa  
Heather Nicol  
Andre Nowakowski  
Barbara Peltz  
Debra Pepler  
Michel Picard  
Anne Marie Predko  
James and Doreen Robertson  
Jo-Anne Robertson  
David and Lisa Rogers  
Kenneth Shelton

Lynn Sullivan  
Hugh and Claire Sutherland  
Mary Taylor  
Almos Tassonyi  
Erica Teklits  
Christine Timms  
Kathryn Underwood  
Andrea Walker and Lawrence Crawford  
Marianne Walters  
Mary Wang  
Judy Wang  
Karia Wentzel  
Ann Whiteside  
Andy Williams

## Junior Donors

Seth Gelbart  
Millie Gelbart  
Jaxon Hoffman

## Community Partners

Adventure Place  
Aisling Discoveries Child and Family Centre  
Art Starts Neighbourhood Cultural Centre  
B & M Hair Studio  
Barbers of Eglinton  
Black Creek Community Health Centre  
Canadian Mothercraft Society  
The Children's Book Bank  
Community Living Toronto  
COSTI Education Centre  
Elegance Barber and Salon  
Etobicoke Brighter Future Coalition  
The George Hull Centre for Children and Families  
Gotta Dance Inc.  
The Hanen Centre  
Holland Bloorview Kids



Rehabilitation Hospital  
Home Child Care Association of Ontario  
Home Child Care Association of Toronto  
Humber River Hospital  
Humberwood Centre  
Infant Mental Health Promotion  
Jane/Finch Community & Family Centre  
Kids Up Front  
Midaynta Community Services  
More Than A Haircut Inc.  
Pure Vibes  
Quality Early Learning Network  
Sick Kids Centre for Community Mental Health  
Somali Immigrant Aid Organization  
Speech and Stuttering Institute  
St. Bernadette's Family Resource Centre  
Toronto Catholic District School Board

Toronto District School Board  
Toronto Parks, Forestry & Recreation  
Toronto Police Services, 12th and 13th Division  
Toronto Public Health  
Toronto Public Library  
Ujima House/Young and Potential Fathers  
Unison Health and Community Services  
Willowdale Presbyterian Church  
Yorktown Family Services

## Colleges and Universities

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

# THE MACAULAY CHILD DEVELOPMENT CENTRE

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[www.macaulaycentre.org](http://www.macaulaycentre.org)



**United Way**  
Greater Toronto