



The Macaulay
Child Development
Centre

Annual Report 2015

Helping children
succeed today
and for the future.



United Way
Member Agency

Message from the President & Executive Director

We have a great deal to celebrate about this past year. This Annual Report highlights some of our most important accomplishments.



In 2015, Macaulay staff and Board took steps to invent our collective future through a robust and creative strategic planning process. In these days of significant policy shifts and funding changes, it is difficult to accurately predict the right way to sustain our work and enhance our capacity to help those most in need. Nevertheless, we managed to carve out a 5 year plan that is exciting, meaningful, and beneficial for the children and families we serve.

Most important of all, the planning process confirmed our organizational priorities:

- To engage children and families who face significant barriers including poverty, diagnosed special needs, immigration and refugee status;
- To organize our services and programs so that the child is at the centre; this involves reducing gaps in service and exploring ways to integrate our services to improve access and effectiveness;
- To engage in an ongoing process of learning and improvement, introducing new approaches and programs across the agency, based on research and best practice.

Thank You

We want to thank everyone who joined our efforts to give every child a strong start in life. We are enormously grateful to our staff whose depth of knowledge and caring spirit enabled Macaulay to flourish; their positive impact on so many children and families is the foundation of all of our achievements.

We also acknowledge the tremendous dedication of our Board of Directors; their insight and leadership was a key factor in our successful year and our excitement about the future.

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. We hope you will share our pride as you read through this annual report and reflect on all that was achieved in 2015.

Audrey Amo
President

Sharon Filger
Executive Director

“The best way to predict the future is to invent it.”

– Alan Kay

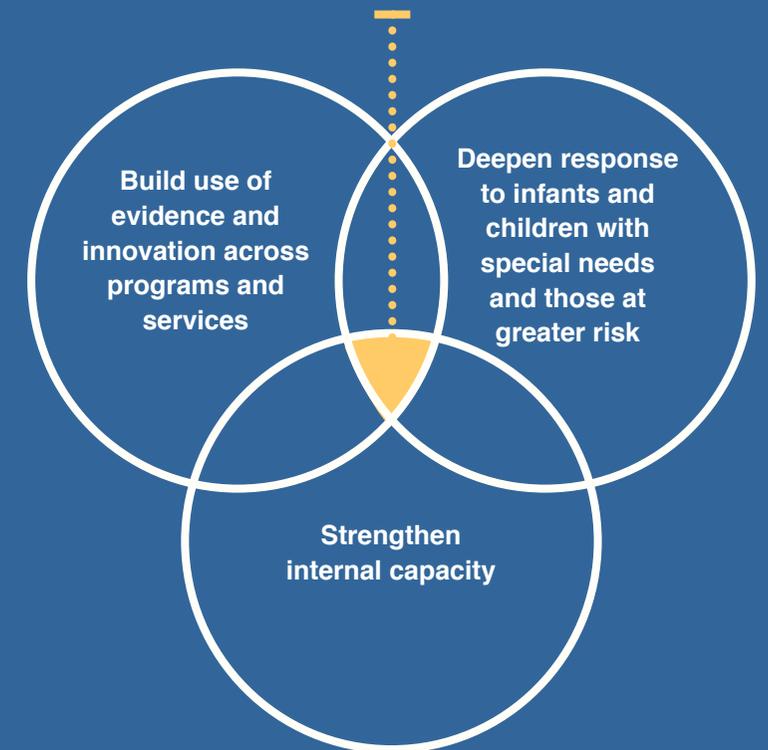
Macaulay has a reputation for high-quality service delivery. It is also known for being a thought leader in the sector, especially in these times of significant funding and policy reform. Building on its commitment to excellence, Macaulay has developed this Strategic Plan to act as a road map over the next five years. It points the way to a secure and exciting future for the children, families and neighbourhoods that the organization serves.

Strategic Directions to 2020

Strategic Focus:

Macaulay gives children, especially those with special needs and those at greater risk, their strongest start through a continuum of services developed in close partnership with the families and neighbourhoods we serve.

Strong sustainable leader in healthy child development





About Macaulay

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

For Children and Youth

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.

After School Program is a free program that offers a unique blend of physical activity, academic and social support for children ages 7-10 years in high need communities.

Youth Development Program offers youth from high priority neighbourhoods the opportunity to acquire leadership skills and positive social networks. Youth mentors assist in Macaulay's After School Program.

For Families

Early Years Centres, for children ages 0-6 and their parent/caregiver, offer play-based learning opportunities that strengthen families and enable preschool children to develop skills needed for healthy development and successful school entry. Specialized programs target young parents and families with children with special needs. Parents and caregivers benefit from education and social supports.

Healthy Babies Healthy Children, provides home visits for high need 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.

For Children with Special Needs

Early Identification screens children and addresses individual needs in order to minimize the long term impact of special needs.

Early Abilities – Preschool Speech and Language Services provides assessment, treatment and parent education.

Every Child Belongs

Through consultation services and professional development, Macaulay enables child care programs in the community to effectively address the needs of children with special needs.

For Vibrant Communities

Community Development initiatives like **Literacy Leaders** and **Parent Advocacy Training** 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.



In 2015, 43% of Macaulay families were living below the poverty line.

Here are just some of the ways Macaulay programs mitigate the effects of poverty:

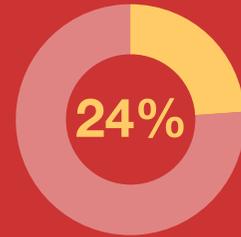
- **Give extra support for children to develop the skills** they need to succeed, breaking the cycle of poverty in their lifetime
- **Support parents and children** to “bounce back”
- **Connect families to resources** – food banks, housing, employment
- **Teach parents to be effective advocates** for themselves and their children
- **Provide high quality child care** so parents can participate in the workforce without worry

“The rate of child poverty is the most important indicator of child well-being.”

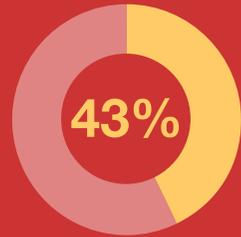
— UNICEF, 2005



By the numbers: Who we are



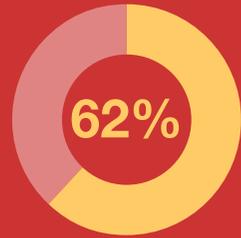
Single parent households



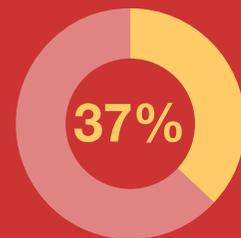
Family income of less than \$30,000/year



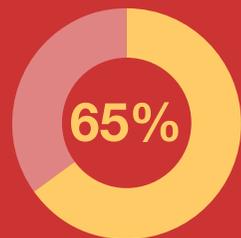
Families do not speak English at home



Completed college or university



Children had a special need



Adults born outside of Canada, from 102 Countries



By the numbers: What we did



1,262 professionals served

944 workshops provided

116 agencies served

143 volunteers & students

19,427 volunteer & student hours

177 employees

Where we made the biggest impact



7,860 children & youth served



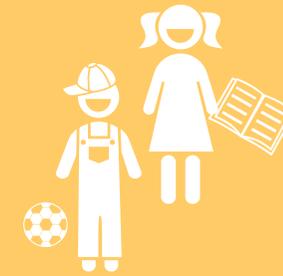
11,790 parents & caregivers served



2,878 children with special needs served



Highlights in Healthy Child Development



Macaulay Child Care centres continued to grow with 50 new spaces created in 2015.

In our Child Care Centres, children learned to better handle stress and problem-solve thanks to **Reaching In, Reaching Out (RIRO)**, a well-researched approach to fostering children's resiliency and their capacity to "bounce back". RIRO is now well established at all Macaulay child care centres.

A new **Primary Caregiving Model** was introduced at our child care centres. This new model enhances the long term mental health and well-being of children. Each infant and toddler is assigned to a specific early childhood educator as their primary caregiver. Children are matched based on their individual interests and behaviours. The benefits are already evident: stronger, healthy attachment between the child and early childhood

educator; smoother transitions as children move from one activity to another; and diminished behavioural issues. Parents have benefited as well from a stronger rapport with one specific child care provider.

Our home child care program took on several new initiatives to strengthen provider engagement and promote quality. **Special resources**, building on the new provincial framework *How Does Learning Happen*, were developed and shared with our 100 home child care providers.

Macaulay continues to include children with special needs across all our programs and services. In 2015, we served 2,878 children with special needs in child care and community programs.

“The ways Macaulay staff care for the children – the words they say, the strategies they use – are all intentional, informed by training and research. The starting point is always the individual child and the question: what is best for this particular child right now? So the children are free to be doing the work of childhood, which is to play and learn.”

— Jess Woods, Macaulay Program Supervisor



“Together, we created a safe, accepting place to share and learn. A community of support formed where parents looked forward to attending and actively contributed to the open dialogue. The transformation that occurred amongst the participants was truly inspiring and the benefits will be long-lasting.”

— Stephanie Moynagh, Community and Family Engagement Coordinator

Highlights in Family Support Services



Macaulay provides a wide range of programming across the agency to support effective parenting in high need communities.

In 2015, Macaulay engaged 3,991 parents and caregivers of young children through our **Early Years Centres** and our **Healthy Babies Healthy Children** Program.

Parents at our Keelesdale child care centre had the opportunity to participate in resilience training, **Bounce Back and Thrive (BBT)**, an evidence-based program that helps parents build skills and learn to model resilience in their everyday interactions with their children. Over 10 weekly sessions, parents learned to identify their own and their children's strengths, use strategies to control emotions, build empathy and develop coping skills.

A new parent component was introduced at Macaulay's **Homework Club** serving low-income families. Working across departments and with

the help of private donations, Macaulay delivered a series of customized parenting sessions that specifically addressed the challenges these parents identified.

A formal review of the **More than a Haircut** program was conducted in 2015; as a result, a renewed program is increasing community involvement and introducing new activities to engage children and fathers from the African-Canadian community. In addition, with the support of an anonymous foundation, two fathering groups were delivered. Twenty-six fathers and potential fathers attended the program and benefited from culturally specific parenting strategies and information.



Highlights in Special Needs Services



In 2015, we conducted 1,951 developmental screenings with children ages 0-6 attending our programs.

Macaulay's team of **Every Child Belongs** Consultants provided training and consultation to 347 staff, providers and parents so that children with special needs could be effectively included in community child care programs. As a result, caregivers learned new ways to teach children self-regulation and anger management strategies and to enhance their communication and social skills.

Macaulay's new **Preschool Speech and Language (PSL)** department served 1,415 children in 2015. We reached out to communities that are underserved and/or experiencing barriers to accessing service. Through community partnerships and flexible service hours, families have improved access to specialized assessments and treatment.

Through the continued generosity of the Meighen Foundation, 50 children with autism and other major developmental challenges participated in a unique **Summer Program**. Children were integrated into community based OEYC, child care and home child care settings where they benefited from stimulating early learning and social skill building activities.

Across the agency, Macaulay is committed to **early identification** and **intervention**. In 2015, we conducted 1,951 developmental screenings with children ages 0-6 attending our programs. Community screening days were organized in several communities. Children were screened for overall development, speech and language, nutritional status and dental hygiene.

“Thank you Macaulay for your patience, expertise and unparalleled support. This was the first program we attended since my son's diagnosis and not only have you helped him, you've given us hope and confidence too.”

— Parent of child with special needs



Highlights in Community Engagement



“ It has been a privilege to partner with Macaulay for over two decades. The organization has been unwavering in its responsiveness and has demonstrated true qualities of transparency, collaboration and a community-based approach and commitment to service delivery that has had a very positive impact on partnering agencies, such as Yorktown, and on the communities served.”

— Suzette Arruda-Santos
Executive Director, Yorktown Child and Family Centre

Macaulay collaborated with 42 agencies in 2015 to improve how children and families could access the services they need.

Thanks to a 3-year Ontario Trillium Foundation grant, Macaulay developed a comprehensive parent advocacy training curriculum. Sixty-eight parents participated in the training, developing increased knowledge and skills to be an effective voice for their children.

A further 6 parents began their career as **PALS – Parent Advocacy Leaders**, co-facilitating workshops, and providing peer support.

The Parent Advocacy program developed it's own Facebook group! You can follow us at www.facebook.com/parentadvocacyatmacaulay/

Macaulay hosted 22 corporate volunteers from 5 different organizations at our various program sites. Volunteers learned about how to read with children in a way that enhances their love of

stories, language and learning. In child care classrooms and early years centres, these volunteers then enriched the children's experience with special storytelling and individual attention.

Macaulay's team of 4 **Early Literacy Specialists** brought the latest knowledge about early learning, language development and literacy to professionals, parents and caregivers across Toronto. In 2015 they reached 67 agencies, and served 1618 professionals and 6160 parents and caregivers.

Macaulay trained and supported a dynamic group of parents who serve as **Community Literacy Leaders**. These volunteers foster early literacy and serve as important role models for other parents.

Statement of Operations

For the Year Ended
December 31, 2015

Vision

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

Mission

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

	2015	2014
Revenues (\$)		
Fee for services	9,006,472	8,383,196
Grants	4,707,827	3,529,849
United Way of Toronto	492,123	481,768
Investment income	115,782	155,129
Other	105,340	85,215
Total revenues	14,427,544	12,635,157
Operating expenses (\$)		
Staff salaries and benefits	8,828,349	7,377,544
Home child care providers	3,451,715	3,264,669
Program expenses	926,296	899,585
Building occupancy and maintenance	530,390	482,800
Office administration	260,735	256,863
Staff development and transportation	94,210	74,497
Other	117,606	87,749
Total operating expenses	14,209,301	12,443,707
Excess of revenue over expenses from operations	218,243	191,450

Audited financial statements available upon request.

2015 Operating Revenue by Source



2015 Operating Expenses by Program



Board of Directors (Membership in 2015)

Audrey Amo, President
Jane Long, Vice President/Secretary
Asger Khambati, Treasurer
Carol Appathurai
Michael Bates
Kathy Cunningham
Kathy Hall
Reema Ibrahim
Maximiliano Iglesias
Jackie Kennedy
Sheila Legon
Andy Macaulay
Tina Malti
Michel Picard
Anne Marie Predko
Kathryn Underwood
Karla Wentzel
Sharon Filger (Ex-Officio)
Zeinab Yousif (Special Liaison)

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Dr. Debra Peplar
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Dr. Bette M. Stephenson
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THANK YOU TO OUR SUPPORTERS

Funders

City of Toronto Children's Services
 City of Toronto Public Health
 Ontario Ministry of Children and
 Youth Services
 Ontario Ministry of Education
 Ontario Ministry of Tourism, Culture
 and Sport
 Public Health Agency of Canada
 United Way Toronto and York Region

Corporations

CIBC
 George W. McGillis Insurance
 Agencies, Ltd.
 Graphic Associates
 Miller Thomson LLP
 Real Food for Real Kids Inc.
 Sun Life
 The Great West Life Assurance
 Company

Service Clubs & Associations

CUPE Local 2316
 Unifor Local 1701

Foundations

Anonymous Foundation
 CHUM Charitable Foundation
 CIBC Children's Foundation
 Deloitte Foundation Canada
 Jackman Foundation
 Ontario Trillium Foundation
 The Catherine & Maxwell Meighen
 Foundation
 The McLean Foundation
 The Geoffrey H. Wood Foundation
 Toronto Foundation (O'Neill Leger
 Foundation)

In-Kind Donors

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 Cappgemini Canada
 CIBC
 Dimpflmeier Bakery Ltd.
 Fresh & Tasty
 Frontier College
 Golden Lion Restaurant
 Green Standards
 Leo Baeck Day School
 Reema Ibrahim and Judith El Saadi
 The Children's Book Bank
 The Hincks-Dellcrest Centre
 The Terraces of Baycrest
 The Wagman Centre Retirement
 Residences

Research tells us that kids in after school programs show increased self-esteem, improved social skills and are better able to form positive social attachments. In 2015, Macaulay's After School Program served 203 students.

THANK YOU TO OUR DONORS

Donors

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Mike & Ruth Armstrong
Michael Bates
Darlene Beaugard
Ellen Benjamin
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Andrea Walker and
Lawrence Crawford
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Mary Wang
Karla Wentzel
Krystal Wilhelm
Kathryn Joyce Woods
Zeinab Yousif
Maria Zitoli

THANK YOU TO OUR PARTNERS

Community Partners

Adventure Place
Art Gallery of Ontario
Art Starts Neighbourhood
Cultural Centre
Building Brighter Futures
Canadian Mothercraft Society
Child Development Institute
Community Living Toronto
COSTI Education Centre
Etobicoke Brighter Future Coalition
Fairlawn Neighbourhood Centre
George Hull Centre for Children
& Families
Holland Bloorview
Home Child Care Association
of Ontario
Home Child Care Association
of Toronto
Humberwood Centre
Humewood House
Kids Up Front

Jane/Finch Community
& Family Centre
North York Community House
Parenting and Family Literacy
Centres
Pride Toronto
Quality Early Learning Network
Somali Immigrant Aid Organization
Speech and Stuttering Institute
St. Bernadette's Family Resource
Centre
The Children's Book Bank
The Diaper Bank of Toronto
The Hincks-Dellcrest Centre
Toronto Catholic District
School Board
Toronto District School Board
Toronto Parks, Forestry & Recreation
Toronto Police Services, 12th
and 13th Division
Early Abilities (TPSL)
Toronto Public Health

Toronto Public Library
Ujima House/Young and
Potential Fathers
Unison Health and Community
Services
Urban Arts
Windfall
York Eglinton BIA
Yorktown Child and Family Centre
Young People's Theatre

Colleges & Universities

Frontier College
George Brown College
Humber College
Ryerson University
Seneca College

“Macaulay is known to be a high quality child care agency. However, their far-reaching programs that support families and children experiencing disability, health conditions, and developmental delays make them a leader in comprehensive early childhood education and care. I am honoured to be a board member and I learn from Macaulay in all of my interactions with their staff.”

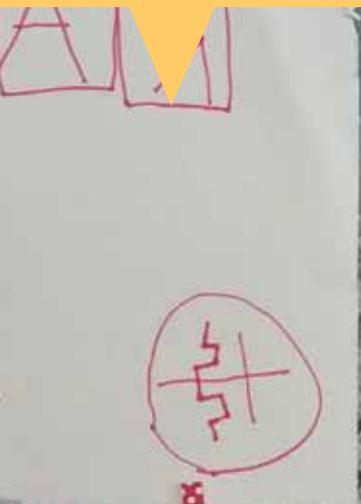
— Kathryn Underwood, Ryerson University, School of Early Childhood Studies and Macaulay Board Member

Thank you.

Mia



Ian



Zoe



Alice



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