



The Macaulay
Child Development
Centre

A new vision for our future

Macaulay Strategic Plan 2022-2025



Nearly 90 years of serving our community



Over our nearly 90 years of serving children and families, we've responded to many changes in the needs of our communities. Today, Macaulay continues to respond: with innovative responses and the latest evidence in the fields of child development and early childhood education.

While the 2020 pandemic brought many struggles and barriers for families, we remained focused on our mission—a mission reimagined into our new 2022–2025 Strategic Plan.

Did you know? Macaulay was established as a way of providing care for children during the Great Depression.

To help us develop our new directions, we initiated a collaborative, comprehensive planning process involving children, parents, staff, community partners and others. While staying true to our strong child development roots, we have added a new vision for the future. Within this vision, we will continue to provide, with the highest standards, our:

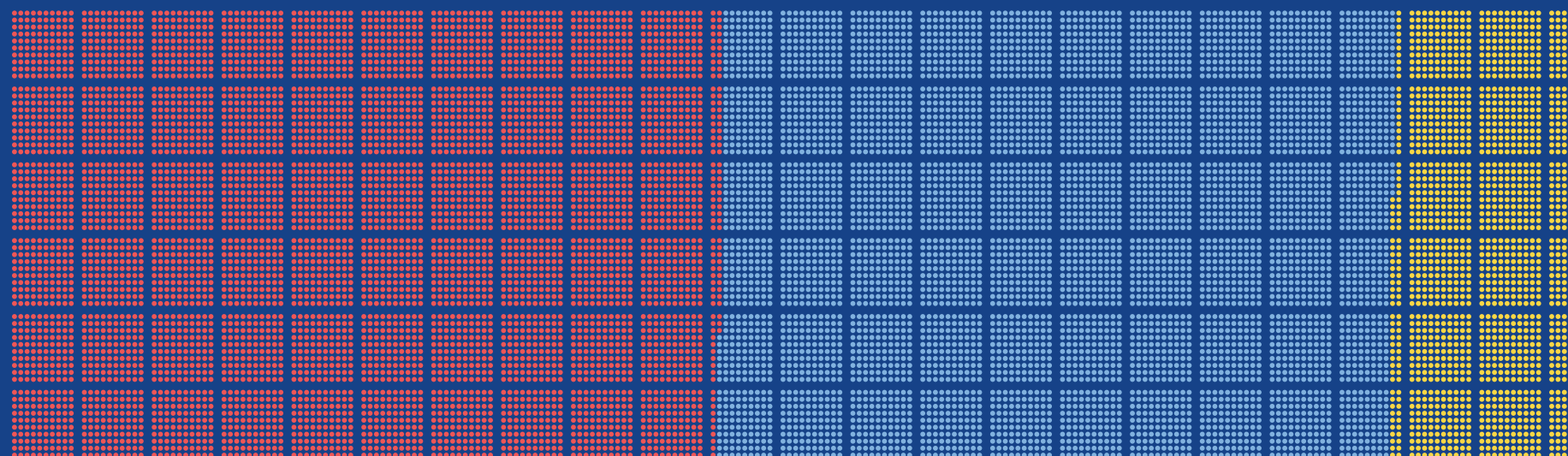
- Quality services to children 0 to 14 and their families
- Support for high-risk families
- Focus on children with extra support needs

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.

We look forward to continuing our partnership together as we strengthen our leadership and our capacity to deliver effective, impactful programs and services, and achieve positive outcomes for children.

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

Our impact at a glance



6,103
adults served

5,802
children served

1,513 —
children with
extra support
needs served

Total 13,418

Who are the children and families we serve?

We've worked with low-income families and children in northwest Toronto since 1932. And as the city changed, so has our clientele. Today, 74% of our clients identify as Black, Indigenous, or as a Person of Colour (BIPOC); 28% have lived in Canada for less than five years. The top three postal codes we serve were identified by the City of Toronto as falling below the Neighbourhood Equity Score and thus requiring special attention.



69%

of adults were born outside of Canada, from 92 countries



39%

of families have incomes of less than \$30,000/year



42%

of families live in high-need neighbourhoods



61%

of parents completed college or university



26%

of children have extra support needs



30%

of families do not speak English at home



Our community

**Macaulay welcomes all
children and their 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.

We want to acknowledge the strengths in the families who entrusted their children to our care and who partnered with us to help build a brighter future for our vibrant communities.

Our programs

Macaulay offers a range of programs and services for children and families in Toronto.



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
 - Childminders
 - Food security
 - Girls coding
 - Technology access
- 2. Early Abilities (preschool speech language services)**
- 3. Early intervention**
 - Behaviour resource consultation
 - Every Child Belongs (resource consultation)
 - Occupational therapy consultation
 - Social work
- 4. EarlyON**
- 5. Family education and support program**
 - Emergency family support program
 - Family home visiting
 - More Than a Haircut
 - Parent advocacy
 - Program Without Walls

Our beliefs

At Macaulay, everything we do flows from our foundational beliefs about child development, families and communities:

01

An anti-oppressive environment is an achievable goal.

02

Our work must address inequities, to best support children, their families and their communities.

03

Our role includes advocating with and for families and communities.

04

Children are important—especially those who face marginalization.

05

Positive experiences in a child's early years make a critical difference.

06

Prevention, early intervention and meaningful engagement are essential to success.

07

Children's needs are best understood and addressed in the context of their full environment.

08

Lived experience and the voices of children and their families are important.

09

Teamwork, partnerships and collaboration are essential to our work.

10

Our learning never ends.

Our strategic plan

Our vision, mission and values are the basis upon which we articulate and pursue our strategic plan.

Vision

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

Mission

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

Values

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

Directions → Outcomes → Impact → Vision

Based on our strengths, take a balanced approach to growth

We will:

- Balance sustained post-pandemic recovery and strategic growth of our programs and services
- Address emerging child and family needs through responsive, informed planning and quality service delivery
- Ensure all children, including those with extra support needs, receive early- and middle-years support



Directions → Outcomes → Impact → Vision

Be a leader in child development knowledge, information and education

We will:

- Develop our expertise and share information with families and key stakeholders
- Increase our presence and leadership in the children's services sector and inter-sectorial partnerships, collaborations and networks
- Develop Macaulay brand awareness



Directions → Outcomes → Impact → Vision

Strengthen relationships with children, families and communities

We will:

- Include as meaningful partners those with lived experience
- Ensure equitable engagement with children and families



Directions → Outcomes → Impact → Vision

Enhance staff supports and strengthen organizational capacity

We will:

- Develop efficient systems to guide us through the pandemic's recovery phase
- Develop sustainable operations to guide us through the post-pandemic "build back" phase



Directions → Outcomes → Impact → Vision



Outcomes for children, families and staff

- Professionals gain better skills.
- Parents feel supported.
- Parents become engaged.
- Parents have increased knowledge, confidence, skills and networking.
- Children are cared for in a safe and nurturing/stimulating environment that supports learning.
- Children with extra support needs and their family are supported.
- Positive changes are seen in children.
- We are better able to meet the expanding needs of families.

Directions → Outcomes → **Impact** → Vision

Together, we can make a bigger impact

- Stronger parent-child relationships are developed.
- Optimal physical, cognitive, communicative and psychological development in children is supported.



Directions → Outcomes → Impact → Vision

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