



Services à l'enfance
Andrew Fleck
Children's Services

since – depuis
1911

2021 ANNUAL REPORT

NIMBLE AND FLEXIBLE

LEADERSHIP TEAM

Executive Director

Kim Hiscott, RECE

Children's Inclusion Support Services

Tara Matte, RECE

EarlyON Child and Family Centre

Kathy Knight-Robinson, RECE

Finance

Zahid Hussain, CPA, CMA

Human Resources

Ronna MacPherson, B.A. (Hons)

Licensed Early Learning and Care Programs

Lyne Tremblay, RECE

Kathy Knight-Robinson, RECE

Lisa Belton, RECE

Licensed Home Child Care

Cheryl Nolan, RECE, BA

Ottawa Forest and Nature School

Lyne Tremblay, RECE

Special Projects

Neeka Barnes, RECE, ACG



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OUR PURPOSE

BUILDING A FUTURE WHERE

ALL CHILDREN THRIVE

Honorary Life Time Member: Susan Johnson

MESSAGE FROM THE EXECUTIVE DIRECTOR & THE PRESIDENT OF THE BOARD

Being nimble and flexible, along with a good dose of kindness and patience, allowed us to thrive in 2021 despite the ups, downs, twists and turns brought to us throughout the year. Not to say there were not challenging moments, but the successes were greater and most importantly we stood firm in our purpose: **Building a future where all children thrive!**

Did you know that since the start of the pandemic there have been 8 different versions of operational guidance from the Ministry of Education, 10 regulatory changes to the Child Care & Early Years Act and more memos than anyone has time to count? This resulted in 12 versions of our AFCS pandemic plan, adapted with site or program specific details, all required in response to protocol or regulatory changes. We continued to offer services in-person or virtually depending on what was allowed, and we opened for emergency care when schools closed. We proactively implemented many supportive pandemic actions in advance of Ministry expectations: in the spring we started collecting vaccine status details on a voluntary basis and then in the fall implemented a mandatory vaccine policy, we reviewed all of our interior settings and added HEPA filters where appropriate, we hired additional colleagues to manage the workload and provide coverage knowing there would be increased absenteeism, and we credited families for days of care they needed to miss due to COVID symptoms.

Early in 2021 we were able to re-open Garderie Tunney's Child Care as a program of AFCS, and by the Fall we had welcomed both Alta Vista Nursery School and Manotick Nursery School, growing our licensed group sites to 16. Thanks to a commitment of four years of funding from a private trust, we began collaborating and learning with the Council on Aging, Families Canada and others to develop a demonstration site of best practices for intergenerational programming as a part of licensed early learning.

Our Ottawa Forest and Nature School program grew too! Alongside the Conseil des écoles catholiques du Centre-Est we have been able to co-deliver a land-based learning experience for Kindergarten aged children, who are participating in asynchronous at-home learning. The wonder and joy is very infectious!



MESSAGE FROM THE EXECUTIVE DIRECTOR & THE PRESIDENT OF THE BOARD-CON'T

2021 also meant we finally “retired” our previous Strategic Plan that had served us well since 2015 (extended longer than expected because of the pandemic) and focused us on thinking ahead. After engaging with staff and others the Board identified 4 priorities of focus for the next 4 years:

- Increasing access to not-for-profit early learning and child care by expanding and supporting our community.
- Committing to ensure that Equity, Diversity, Inclusion and Indigeneity are reflected in all aspects of the agency’s work.
- Partnering to achieve innovation and strengthening the sector.
- Strategically focus and align practices, including organizational design so AFCS has the people, resources, and processes to effectively and efficiently deliver and grow its programs and services.

We are excited about the future, as we dream about the potential of Ontario implementing the Canada-wide Child Care plan, our hope is to continue to build relationships with others, including those less connected with the child care sector, to build a cohesive community approach. As we’ve been saying children (and families) should be seen and heard! Onwards to 2022 – the future looks bright!



Robert Dupuis

President of the AFCS Board



Kim Hiscott

Executive Director



Strategic Priorities 2022 - 2026

**Building a future where
ALL
children thrive**



► **Increasing access to not-for-profit early learning and child care by expanding and supporting our community.**

- Respond to initiatives and opportunities created due to the implementation of the Canada-wide Early Learning and Child Care Plan

► **Committing to ensure that Equity, Diversity, Inclusion and Indigeneity are reflected in all aspects of the agency's work.**

- Make a commitment to EDII

► **Partnering to achieve innovation and strengthening the sector**

- Continue to share leadership by acting as a convener for collaboration and providing access to resources, training and tools

► **AFCS has the people, resources, and processes to effectively and efficiently deliver and grow its programs and services.**

- Strategically focus and align practices, including organizational design



Values

Excellence, Leadership, Integrity,
Accountability, Inclusiveness,
Responsiveness in all its services and
practices for Ottawa's children and
families.

We are excited about the future and the opportunity to build upon our strengths and learn along side the community.

French Language Services

AFCS is committed to ensuring that our French-speaking clients and employees receive information in the language of their choice.

That is why we are committed to making many of our documents and communications available to parents in both official languages. We have also translated most of our operational documents and policies, as well as our new website.

Last year, Children's Inclusion Support Services (CISS) offered 34% of their training in French which represented 28 sessions of the total 82 that were facilitated. Of those attending 37% were French speaking. CISS also produced 2 French webinars and 4 training videos. The CISS newsletter is published in French and English. The French newsletter www.bulletinsije.ca has seen a 12% increase of visitors over the course of 2021.

While the City of Ottawa no longer funds our EarlyOn programming from the francophone stream, AFCS continues to offer EarlyOn services in French. In 2021, the EarlyON program offered 24 francophone playgroups/virtual activities and more than 100 take home kits for francophone families.

Garderie Tunney's Child Care joined AFCS in March 2021 and this allowed us to expand our offering of French services. Tunney's currently has 3 out of 5 program rooms that deliver care in French only. The other 2 program rooms welcome children that speak all languages.

Sunflower Child Care Centre continues to offer French early learning services as well with a French only preschool room. This site can boast that over 70% of their employees speak both English and French.

In 2021 AFCS- Forest and Nature School partnered with the Conseil des écoles catholiques de Centre-Est (CECCE) to launch a very unique initiative Explor'A which allowed registered children attending kindergarten to enjoy unique outdoor play experiences once a week at 3 different sites.

In partnership with Ontario Works, the Shelter Respite Child Care Program of our Short-Term Child Care program offers mothers residing in 2 French shelters in Ottawa, respite child care for their child or children.

With so many AFCS locations requiring staff that speak both English and French, AFCS has been able to recruit sufficient bilingual staff to meet program needs.



Here We Grow Again

Alta Vista Nursery School



Manotick Nursery School



Garderie Tunney's Child Care



A Year in Review

**Provided care
and services to
2,640
children and
1,860
families**

**Organized
21
special events**

**Offered
238
playgroups**

**Circulated
158
newsletters
to
19,681
subscribers**

**Presented
118
workshops
to
1,841
participants**

**Loaned more
than
2,875
toys, equipment
and resources**

**Supported
251
programs and
organizations**

HR

Number of employees
(includes supply educators)
345

**Total of hires
178**

**Full time
positions
217**

**Employees
with
10+ yrs
64**

**Part time
positions
128**

VIRTUAL TOURS



Social Media

In order to stay connected and in touch with our families and our community during the ongoing pandemic restrictions, we at AFCS used all of our social media platforms as a means of communication and information.

Everyone was able to follow along with our new builds, have a sneak peak into our child care programs and enjoy seeing children in our programs at play.

- 6 social media platforms
- 3308 followers across all platforms
- Created 366 posts for both Facebook and Instagram
- 16,857 YouTube views
- 16 Virtual tours



FINANCIAL HIGHLIGHTS

For the year ending on December 31, 2021

REVENUE

Government Grants and Revenue including City of Ottawa	13,324,311
User Fees	3,437,270
Contracts and administration fees	50,228
Investment income	238,092
Amortization of Deferred Tangible Capital Asset and Contributions	135,339
Other	6,521,291
	23,706,531

EXPENSES

Salaries, wages and benefits	14,447,220
Program costs	1,976,112
Payments to Providers and Program Assistants	3,108,735
Rent and utilities	777,114
Amortization of tangible capital assets	253,738
	20,562,919



Andrew Fleck Children's Services (AFCS) is one of the oldest and most diversified non-profit, charitable, multi-service early learning, child care and family support organizations in Ottawa, Ontario. It began its operation in 1911 and was incorporated as a charitable organization in 1920 under the legal name of The Ottawa Day Nursery Inc. It later changed its name to Andrew Fleck Child Care Services in recognition of its benefactor Mrs. Andrew Fleck who donated the building at 195 George Street to the organization in 1932.

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