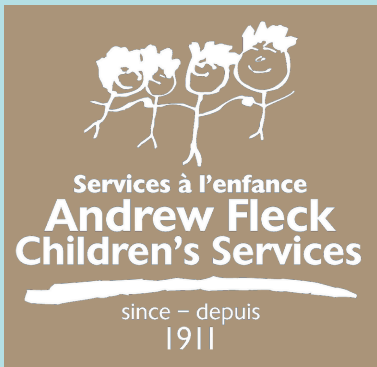

2023

Annual Report:

Embracing
Ambiguity



Explore More



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 & Care Programs

Kathy Knight-Robinson, RECE

Lisa Belton, RECE

Jessica Lumsden, RECE

Licensed Home Child Care

Cheryl Nolan, RECE, BA

Ottawa Forest & Nature School

Lisa Belton, RECE

Special Projects

Neeka Barnes, RECE, ACG

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Robert Dupuis

Vice-President

Laura St-Cyr

Treasurer

Baxter Williams

Secretary

Gail Johnson

Members at Large

Karen Green

Suzanne Gagnon

Past President

Michèle René de Cotret



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Robert Froom

Alyx Holland

Gayle Singer

Melissa Kay

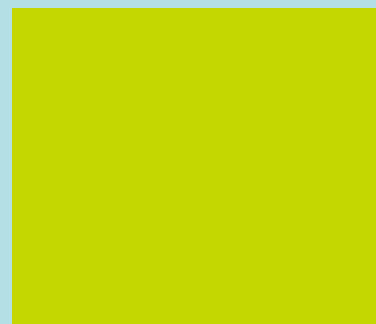
Karen Robertson

Bob Whitelaw

Shirley Zhang

Honorary Lifetime Member: Susan Johnson

Honorary Member: Dan Carson



2023 felt a lot like 2022, with lots to celebrate, lots of unknowns and lots of waiting. As we reflected back we felt that we spent this whole year EMBRACING AMBIGUITY – we were focused on navigating this transformational change by being prepared, pro-active and ready to pivot!

What does it mean to embrace ambiguity?

Embracing ambiguity is a courageous choice that can make us better leaders. We need to let go of our incessant need for immediate answers and help others do the same. Give ourselves permission to make mistakes, learn from them, and adapt. Understand that the path to clarity is often paved with uncertainty.

- Ashley Sole, in a Management Matters column

When we say “this transformational change” you know the one we mean – the implementation of the Canada-wide Early Learning and Child Care program. And yes, we have needed courage, we have had to let go of our expectation of immediate answers, we have learned, adapted and accepted uncertainty and to move forward even when we don’t have all the information we want.

Yes, we are still celebrating that affordability has been addressed for families (with more reductions to come in future years) but as one would expect with such a significant change there have been bumps. While we patiently waited for the funding guidelines we actively communicated what we need as an agency and the sector based on the belief that we have an opportunity to “get this right” to ensure we can stay focused on what matters: Building a future where ALL children can thrive. We know what is needed and hope that we have articulated this effectively.

In 2023 we grew! Literally and figuratively. We welcomed Bettye Hyde to our growing number of group sites, we continued to focus on agency wide professional learning opportunities, and we strengthened our collaborative efforts with external, familiar partners. EarlyON started offering intergenerational playgroups at Perley Health, a precursor to us establishing a co-located licensed program on their campus. Children’s Inclusion Support Services, with enthusiasm from the community, focused on a whole program support model opening up additional opportunities for collaboration and success.

Director and President of the Board - con't

Home Child Care providers were also supported, by Consultants, to embrace technology. We discovered new efficiencies! We streamlined our internal operations, modernized our performance review steps, automated parts of account payable and started using a new portal for parent billing and documentation.

But we also pivoted! In the Fall we said goodbye to our long-standing collaboration with the Ottawa Carleton District School Board to provide on-call services for their staff when their children were mildly ill or regular care was unavailable, recruitment and retention of casual staff was just not possible. So, while this program was effective for many years, change sometimes needs to happen. We also spent all of 2023 investigating how we could transition the service we have been offering at 6 women's shelters to licensed child care and ended the year feeling positive that this could happen.

And we were pro-active!

We continued relationships with external collaborators and forged new ones, we become co-leads on several projects all related to bettering the sector and we shared! We shared our knowledge, time and enthusiasm with children, families, each other, the community. We reached out to all levels of government to articulate our expectations for quality early learning and child care services and hosted many special guests including Prime Minister Trudeau, Honourable Chrystia Freeland - Deputy Prime Minister and Minister of Finance; Honourable Jenna Sudds - Minister of Families, Children and Social Development and many others, who all spent time not only with the adults connected with AFCS but visiting the little humans who inspire all of us to do better.

We documented our experiences and intentions and as an agency we learned together - our commitment to Equity, Diversity, Inclusion and Indigeneity is now visible at all of our locations; conversations will continue.

We are ready to embrace 2024 but look forward to a bit less ambiguity!

Our sincere thanks all of our contributors, including a private foundation, in memory of John and Susanne Graham for their support in enabling us to serve our community.



Robert Dupuis
Board President



Kim Hiscott
Executive Director

In 2023, Andrew Fleck Children's Services continued on its journey of Equity, Diversity, Inclusion, and Indigeneity (EDII). We were able to finalize our EDII statement and create the visual for it that will be displayed in all of our centres. AFCS is working towards being an environment that inspires a collective sense of belonging, provides equal opportunities; encourages and celebrates our differences; and continually influences a collective space where everyone thrives. We also understand that this journey is one that will continue for years to come and that we have much to learn.

Andrew Fleck Children's Services Committed to Equity, Diversity, Inclusion and Indigeneity

Belonging



We are committed to providing a high quality, multicultural, inclusive, early learning setting for all children, families, employees, clients, and partners, of AFCS, in an environment that is respectful of each individual; one that **inspires a collective sense of belonging**. This will be a welcoming space that encourages and celebrates our differences. We are an organization that embraces and values diversity and the dignity of all persons.

Learning



We recognize that continuing to build a truly diverse, equitable, and inclusive culture means recognizing **social injustices past and current**, addressing systemic issues, and learning from these. We must all be mindful of the experiences, intentional and unintentional, that we are creating for children, families, employees, and for our organization. **This learning journey will take time** and will require us to reflect on our core values and to embrace opportunities that will assist us to achieve this ultimate goal.

Committed



We will continue to work towards ensuring that **principles of equity, diversity, inclusion and Indigeneity are realized in all aspects of our organization** in a manner that better reflects the community in which we live and that will continue to evolve through our 100 plus years of leadership in the children's services sector.

Spaces where everyone thrives

We will not tolerate any discrimination, harassment or hate messaging based on age, ancestry, citizenship, colour, creed, disability, ethnic origin, family status, gender identity, gender expression, marital status, place of origin, socio-economic background, race, sex and sexual orientation, or other characteristics that make our employees unique, whether intentional, unintentional, overt or discreet.

SERVICES

The French Language Committee's work this year focused on creating a French Language Service Policy that reflects our commitment to supporting Francophone families and employees as our organization and sector grows and evolves.

We hired 14 French-speaking or bilingual employees this past year. We endeavor to continue providing employees with resources and tools in French that support them in being successful in their roles.

The StoryPark application that we have been using as a communication tool was fully translated this past year, allowing families and educators to use the tool exclusively in French. StoryPark supports family engagement and enhances documentation sharing to make children's learning visible. This tool is utilized by our licensed home and centre-based programs, as well as our Early ON Child and Family Centre.

Our group care sites transitioned to a more robust enrollment and billing software to better meet our needs and allow us to serve francophone families in their preferred language. Digibot enables families to register their children and view information and policies in the language of their choice.

Children's Inclusion Support Services (CISS) continued to offer support in French to families and child care programs while transitioning into a new model delivery. By August 31, 2023, CISS had provided support to 74 children, under 6 years old in 73 French or Bilingual programs. As of Fall 2023, with the program-based support model, the licensed child care programs became our clients where CISS facilitated the inclusion of all children in care with special needs in 73 French or Bilingual child care programs across the city.

In 2023, CISS offered 20 trainings in French of which 5 were virtual for a total of 519 participants.

Social media has replaced the newsletter and followers are linked to French content (video, tip sheets, recommendations...) on Facebook and Instagram.

There were 4800 visitors to the Facebook page and 763 to the Instagram page. Facebook reach was 21500 and 881 for Instagram with 65 new followers on Instagram and 134 new followers on Facebook.



CHILD CARE PROJECT

Mooney's Bay Intergenerational Early Learning and Care Centre (MBIELC) receives regular weekly visits from grandfriends living in the local community, and monthly visits from St. Patrick's Home of Ottawa.

Capital Child Care Centre, our second demonstration site, welcomed grandfriends from the community at the beginning of February. As part of the Capital CCC 50th Anniversary open-house, members from the local community were invited to tour the site and learn about the Engage at Every Age project.

We continue to work with the management team of Perley on the concept design of an early learning and care centre co-located on the Perley Health campus, and the daily logistics of operating an intergenerational program on a long-term care campus.

We mentored eight Algonquin students from the Bachelor of Early Learning and Community Development program and the Interactive Media Management program. Placement students continue to be integral to the project team, and we welcome their contributions to the project.



Dr. Leigh Golden, a professor in the Bachelor of Early Learning and Community Development at Algonquin College, who has an extensive background developing community evaluation frameworks, continues working with the project team to streamline the evaluation tools for staff ease-of-use. She is also conducting research into the creation and effective use of mixed-purpose environments for children and seniors for shared-space intergenerational interactions.

We met quarterly with our advisory committee of collaborators from the child care, family services and senior's support sectors from Ottawa, across Canada and the United Kingdom to gain their insights into how we can identify best practices and successes, foster connections between children, their families, and grandfriends, and maintain contact during periods of outbreak.

CHILD CARE PROJECT

We enrolled five program staff from MBIELC in the International Certificate of Intergenerational Practice training course offered by our collaborator Generations Working Together, based in Scotland.



On June 7th, we hosted a delegation from Czechia including the deputy-ambassador to Canada, the Speaker of the House of Deputies and the mayors of major cities. They were interested in learning from Canada's early years sector, and expressed an interest in the concept of child care facilities which offer intergenerational programming. During their visit they discussed the impact of the program with one of the grandfriends who shared anecdotes from her time in the program.

As part of our communications strategy, the Engage at Every Age project has been featured in seven unique publications targeting older adults and families.

We are thankful for the support the program has received from families, grandfriends and all our intergenerational stakeholders and partners.



Provided care
and services to
5,963 children
and
4,697 families

Supported **216**
programs and
organizations

Presented
130 workshops
to
1,619 participants

Loaned more than
5,019
toys, equipment
and resources

Organized
63
special events

HR

Total Employees **414**
Full-time Positions **250**
Part-time Positions **164**

Offered
1,007
playgroups

Total Hires
251

59
Employees with
10+ years at AFCS

Circulated
1,228 newsletters
to
6,851 subscribers

COMMUNICATION –

SOCIAL MEDIA

In March of 2023, one-year after the Canada wide Early Learning and Child Care (CWELCC) agreement was signed between the Federal Government and Ontario, we were able to host the Prime Minister Justin Trudeau, the Deputy Prime Minister and Minister of Finance Chrystia Freeland, and the Honourable David McGuinty at our Mooney's Bay Intergenerational Early Learning Centre.

While we have done a lot in the time since, we know there are still gaps that need to be addressed.

Appropriate compensation for Early Childhood Educators, long waiting lists and expansion of not-for-profit licensed child care were some of the issues brought up by parents for discussion during the visit.

2023 SOCIAL MEDIA STATISTICS

215
Posts



121
New
Followers

185
Posts



288
New
Followers

152
Tweets



36
New
Followers



FINANCIAL HIGHLIGHTS

FOR THE YEAR ENDING DECEMBER 31, 2023

REVENUE

Government grants and revenue including City of Ottawa	20,189,252\$
User fees	4,970,475\$
Contracts and administration fees	46,019\$
Investment income	645,179\$
Amortization of deferred tangible capital asset and contributions	322,833\$
Other funding	5,108,884\$
	31,282,642\$

EXPENSES

Salaries, wages and benefits	20,164,674\$
Program costs	2,736,440\$
Payments to Providers and Program Assistants	4,876,342\$
Rent and utilities	1,002,961\$
Amortization of tangible capital assets	478,847\$
Unrealized loss on investments	
	29,259,264\$
Excess (deficiency) of revenues over expenditures for the year	6.5%



Andrew Fleck Children's Services (AFCS), as it is now known, is one of the oldest and most diversified, multi-service early learning, child care and family support organizations in Ontario. It began its operation in 1911 as a not-for-profit organisation and was incorporated in 1920 under the legal name of The Ottawa Day Nursery Inc. It later changed its name to Andrew Fleck Children's Services in recognition of its benefactor Mrs. Andrew Fleck who donated the building at 195 George Street to the organization in 1932. In 1967, AFCS became a charity thus allowing it to issue income tax receipts to its generous donors.

Andrew Fleck Children's Services



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www.afchildrensservices.ca

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