



# Annual Report

2024



**Elevate and Celebrate:  
Embracing Growth,  
Honoring Success**

# Our Team

## Leadership Team

### Chief Executive Officer

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



## Board of Directors

### President

Laura St-Cyr

### Vice-President

Baxter Williams

### Treasurer

Ken Charbonneau  
(left in October)

### Secretary

Gail Johnson

### Members at Large

Karen Green

Ruth Chamberland

### Past President

Robert Dupuis



## Board Members

Suzanne Gagnon

Robert Froom

Alyx Holland

Jason Muscant

Melissa Kay

Leslie Kopf-Johnson

Shirley Zhang

Karen Robertson

**Honorary Lifetime Member: Susan Johnson**

**Honorary Member: Dan Carson**





# Message from our CEO & President of the Board



As we reflected on 2024 we realized that it was a year where we were able to Elevate and Celebrate. Our focus for the year was on Embracing Growth and Honoring Success. A lot can happen in 12 months and this year was no different, in 2024 we:

- Made progress towards licensing child care co-located in one women's shelters;
- Completed amalgamation of the Glebe, which added 4 more sites and more licensed home child care to our agency;
- Applied for the 2025 CWELCC funding formula;
- Submitted the building permit for another new child care program, this one is in collaboration with Perley Health and will be our first co-located intergenerational program;
- Established the new Gertrude Fleck Board;
- Embarked on interesting research;
- Hosted a one-day professional learning opportunity for the entire AFCS staff all together;
- Opened Forest Explorers, not only creating 73 additional CWELCC funded spaces but proving that young children (babies and toddlers too) thrive when they spend more time outside;
- Celebrated the joint collaboration alongside CHEO, Algonquin College and Outdoor Play Canada to establish the Canadian Centre for Outdoor Play;
- and so much more.....

And there were unfortunate good-byes. Joyce O'Brien was the longest-serving AFCS employee having joined our agency 40 years ago; in 2019 we were able to celebrate in person her impressive milestone of 35 years and at that time we tried to imagine all of her contributions to the many, many children and staff at George St that she would have connected with. Joyce was known for her humour, she was also humble, thankful and generous with compliments – qualities she shared with her team. Rest in peace Joyce, you meant a lot to many!

# Message from our CEO & President of the Board

Early in 2025 we unexpectedly said good-bye to Karen Green, active and current AFCS Board Member since 2018. She generously shared her time, knowledge, and expertise, embodying a spirit of respect, humility, and kindness. Karen was not only a dedicated leader but also an all-around wonderful person whose impact will be felt by many for years to come. In a Grade 8 essay about her life, Karen wrote: "I want to do something worth doing, I want to be someone worth knowing." These words capture the essence of who Karen was and the lasting impression she made on everyone who knew her. We are still processing this immense loss; we are committed to finding a meaningful way to honor Karen's contributions and memory in the future.

As we said good-bye to 2024 we set for ourselves a new tone, a new vibe for 2025 – one where we continue to capture the spirit of progress and appreciation, highlight achievements, recognize contributions, and set ambitious goals for the future.

It takes a collective for sure and we are so thankful for the size, breadth and depth of our collective. With deep appreciation we acknowledge all of the AFCS staff who make a difference every day, to our Home Child Care Providers who are in neighbourhoods delivering amazing care, to our collaborators including with all those that we share space, and to our funders – the City of Ottawa, Waltons Trust, the Lawson Foundation and others .



**Laura St-Cyr**  
President



**Kim Hiscott**  
CEO





# French Language Services

As our sector and organisation grows and evolves, our French Language Services continued to support Francophone families and employees. We hired 10 French-speaking or bilingual employees this past year and we endeavor to continue providing employees with resources and tools in French that support them in being successful in their roles.

We also continue to operate Francophone and Bilingual programs at two of our sites, Sunflower and Tunney's, both sites are at capacity. Our EarlyON centre offers playgroups where Francophones are welcome to speak with bilingual educators. Some of which participate in Community of Practices with l'AFÉSEO (the Francophone Association for Education and Child Services of Ontario) to reflect on how to support families through EarlyON. The book and resource library continues to offer a variety of French books for families to borrow.



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Children's Inclusion Support Services (CISS) completed their first full year with the new program-based support model where the licensed child care programs became our clients and CISS facilitated the inclusion of all children in care with special needs in 75 French or Bilingual child care programs across the city.

In 2024, CISS offered 16 trainings in French with a total of 437 participants as well as a discussion group for managers with 12 participants.

Social media has replaced the newsletter and followers are linked to French content (video, tip sheets, recommendations...) on Facebook and Instagram. There were 3800 visitors to the Facebook page and 1100 to the Instagram page. Facebook reach was 7500 and 2200 for Instagram with 72 new followers on Instagram and 104 new followers on Facebook.

# Engage at Every Age Program



It was a busy year for our Intergenerational team! At Mooney's Bay, we have concentrated on connecting more with the local community to find active older adults looking for meaningful and social connections with children. We saw a high increase in participation through the summer months of 2024 and hope to see this trend continue in 2025.

The design process for our new Perley Health Early Learning and Child Care Centre is almost complete. We cannot wait to open our first co-located intergenerational centre in 2026!



Children from our Wellington Child Care Centre have been visiting the Good Companions Seniors Centre to spend time with participants in the Adult Day Program. These visits have been a great success and we look forward to continuing throughout 2025.



We have successfully connected with other aspiring shared-site intergenerational programs throughout Canada and internationally. This year, we have participated in and led several round-table discussions, webinars, and community of practice sessions to share our lessons learned and examples of best practices with those seeking to create an intergenerational program unique to their community. This work has led us to develop an Intergenerational guide, which will be available to the public by 2026.



# 2024: A Year of Transformation at Children's Inclusion Support Services

The year 2024 marked a significant period of change for the team at CISS and the 264 programs supporting the inclusion of children with special needs. After conducting focus groups and a pilot project, CISS transitioned from providing individual-based support to a program-based model. This strategic shift reoriented the primary focus from individual children to the childcare programs and educators as a whole.



Previously, resource consultants were assigned to programs based on the enrollment of an eligible child who had completed an assessment process. However, this approach left gaps in support—particularly when children were waiting for assessments or if families were not ready or able to proceed with an assessment, even though educators still required strategies to support inclusion. The new model ensures more consistent and proactive support for all educators, regardless of individual child assessments.

In 2024, a total of **1,956 educators** participated in person in professional learning. One major highlight was **Module 3: Responding with Intent** (formerly titled Teacher Response), which was delivered to engaged groups of participants over three days in November. This professional learning opportunity also featured a networking session and a guest speaker who spoke about the importance of **professional resilience**. The response to the sessions was overwhelmingly positive, and plans are already in motion to offer a similar event in 2025, featuring **Module 4: Programming with Purpose**.



The CISS team also experienced growth and reorganization in 2024. Each of the **four dedicated teams**, consist of **five Resource Consultants**, **one Inclusion Facilitator**, and **one Team Lead** for a total of 34 staff including administrative and support staff.

The CISS Newsletter has been replaced by Facebook and Instagram accounts that connect educators with training, tipsheets, photos of inclusion highlights in programs and more!

## Social Media Statistics (Overview)

Platform	Followers	Posts	Interactions	Views	Top Post Reach
Facebook	783 (↑10)	6	184 (↑581.5%)	19.6K (↑707.2%)	7K
Instagram	475 (↑14)	6	142 (↑735.3%)	5.7K (↑211.1%)	1.7K

# A Year in Review

Provided care  
and services to  
**4,742 children**  
and  
**4,092 families**

Presented  
**144 workshops**  
to  
**2,241 participants**

Supported **272**  
programs and  
organizations

Organized  
**72**  
special events

Circulated  
**65 newsletters**  
to  
**3,818 subscribers**

Offered  
**975**  
playgroups

Loaned more than  
**4,670**  
toys, equipment  
and resources

**HR**

Part-time  
Positions  
**165**

Full-time  
Positions  
**329**

Total  
Employees  
**494**

**62**  
Employees with  
10+ years at AFCS  
  
Total Hires  
**290**



# Communication – Social Media

## Top post of 2024



## Opening of Forest Explorers

In July 2024, we were able to officially open our new Forest Explorers child care centre in Wesley Clover Parks. This centre not only offers child care but is also the home of the Canadian Centre for Outdoor Play (CCOP).

In collaboration with CHEO, Algonquin College and CCOP we hope to show the benefits of risky play and abundant outdoor play for children of all ages.

**215**  
Posts



**235**  
New  
Followers

**185**  
Posts



**166**  
New  
Followers



Engagement rose **15%** across  
Facebook and Instagram.

Our total reach for 2024 was  
16k on Facebook and  
11k on Instagram  
for a total of **27,500!**

# Financial Highlights

For the year ending December 31, 2024

## REVENUE

1	Government grants and revenue including City of Ottawa	23,648,854	
2	User fees	7,459,110	
3	Contracts and administration fees	0	
4	Investment income	778,465	+ +
5	Amortization of deferred tangible capital asset and contributions	398,799	+ +
6	Other funding	5,107,743	+ +
		37,392,971	

## EXPENSES

1	Salaries, wages and benefits	25,515,080
2	Program costs	5,020,924
3	Payments to Providers and Program Assistants	5,942,698
4	Rent and utilities	1,081,351
5	Amortization of tangible capital assets	695,017
		38,255,070
6	Excess (deficiency) of revenues over expenditures for the year	-2.3%



# Thank You



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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