



Annual Report

Building the Foundation
of CWELCC

2025



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

Chief Financial Officer

Zahid Hussain, CPA, CMA

Chief Human Resources Officer

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

Treasurer

Karen Robertson

Members at Large

Ruth Chamberland

Melissa Kay

Vice-President

Baxter Williams

Secretary

Gail Johnson

Board Members

Suzanne Gagnon

Robert Froom

Alyx Holland

Ashley Brambles

Leslie Kopf-Johnson

Shirley Zhang

Marvin Harik

Taylor Johansen

Jason Muscant

Honorary Lifetime Member: Susan Johnson

Honorary Member: Dan Carson

Message from the CEO & Chair of the Board

The past year has been one of meaningful progress and purposeful growth for Andrew Fleck Children's Services. As we continue helping build the foundation of the Canada-Wide Early Learning and Child Care (CWELCC) system, we are also increasingly embracing the broader role early learning and care plays in strengthening the social infrastructure of our community.

High-quality early learning and care supports far more than children's development. It contributes to family stability, workforce participation, inclusion, mental wellbeing, and stronger, more connected communities. Every day, we see the impact that accessible, nurturing, and inclusive environments have not only on children, but on families, educators, and the broader systems that support community wellbeing across Ottawa.

This year marked an important milestone with the amalgamation of Glebe Child Care and Andrew Fleck Children's Services. Bringing together two long-standing organizations with shared values and deep roots in the community has strengthened our collective capacity to support children and families across Ottawa. We extend our sincere appreciation to the staff, families, and board members of the former Glebe whose dedication and collaboration helped make this transition successful.



In 2025, construction also began on our intergenerational program co-located at the Perley Health campus. This initiative reflects our belief that meaningful connections across generations enrich lives, strengthen belonging, and create opportunities for shared learning and community connection. Once complete, the program will foster experiences and relationships that support the wellbeing of both children and older adults while reinforcing the importance of inclusive, connected communities.

Expanding access to early learning opportunities for families facing complex challenges has also remained a priority. In collaboration with community organizations, Andrew Fleck Children's Services is once again helping pioneer innovative approaches to community-based care through the opening of licensed child care spaces within multiple women's shelters across Ottawa. These programs help provide stability and support during critical moments in families' lives by creating safe, nurturing environments where children can learn and thrive while mothers focus on rebuilding stability and independence. Through support from Women and Gender Equality Canada (WAGE), we are also documenting and evaluating this work so that lessons learned can contribute to broader sector knowledge and future community impact.



Message from the CEO & Chair of the Board

Partnership and collaboration remain central to our work. We recognize that supporting children and families requires interconnected systems and shared responsibility across education, health care, social services, housing, and community organizations. As one of Ottawa's and Ontario's long-standing not-for-profit early learning organizations, we believe we have a responsibility not only to deliver high-quality programs, but also to contribute to the conversations, partnerships, advocacy efforts, and collective learning that help strengthen systems for children and families. We are grateful to the Province of Ontario for its continued collaboration and support as we work together to strengthen the future of early learning and child care.



None of this work would be possible without the dedication, professionalism, and compassion of our educators and staff. Every day, they do far more than provide care and learning opportunities. They help build confidence, belonging, resilience, and connection for children and families across our community. Throughout the year, we continued investing in professional learning, leadership development, and communities of practice to ensure our teams are supported in a growing and evolving sector.

As we look ahead, Andrew Fleck Children's Services remains committed to helping shape a strong, accessible, and sustainable future for children and families. We know that building thriving communities requires collaboration, innovation, advocacy, and long-term investment in the systems that support people throughout their lives.

We extend our sincere thanks to our staff, families, community partners, Board of Directors, and funders including the City of Ottawa, the Province of Ontario, the Government of Canada, Perley Health, OCDSB, Lawson Foundation, Waltons Trust, and many others for their continued partnership and support.

Together, we are building a future where children, families, and communities can thrive for generations to come.



Handwritten signature of Laura St-Cyr in black ink.

Laura St-Cyr
President

Handwritten signature of Kim Hiscott in black ink.

Kim Hiscott
CEO



Intergenerational Programming

Construction of the Early Learning Centre at Perley Health is underway with an expected opening date in Summer 2026! The Ground-breaking was held on September 8th, and attended by Ottawa Mayor Mark Sutcliffe, MPP's Sean Fraser and George Darouze and several supporters and donors to the Perley Foundation funding campaign for the centre.

The Special Projects intergenerational team participated in multiple committees and subcommittees alongside Perley Health, which will shape the operations, intergenerational implementation and future research projects at the centre.



In October 2025, we presented a webinar to over 50 early learning and care and family service providers who are interested in developing their own co-located intergenerational child care program. We shared our lessons learned on how to build community partnerships and establish a clearly defined vision for intergenerational programming involving early years children and older adults.

We continue working on a series of 6 interactive e-learning modules which will be hosted on the Andrew Fleck Children's Services website. Each module will include templates and tools necessary for planning, evaluation, exercises to structure short and long-term goals, identify key partners and stakeholders, and organize activities.

A Year in Review

Provided care and services to **4,950 children** and **2,492 families**

Offered **935** playgroups

Organized **70** special events

Circulated **66 newsletters** to **3,585 subscribers**

Supported **285** programs and organizations

Loaned more than **6,276** toys, equipment and resources

Presented **111 workshops** to **2,177 participants**

Part-time Positions **173**

HR

72 Employees with 10+ years at AFCS

Full-time Positions **350**

Total Employees **563**


Total Hires **310**

Communication - Social Media

Andrew Fleck Children's Services's Post

Andrew Fleck Children's Services
October 16, 2025 · 🌐

ECE, CYW, and Recreation & Leisure Diploma Students — Earn While You Learn!
Are you looking to gain valuable experience and earn an income while studying?
Andrew Fleck Children's Services is currently hiring part-time Educators for our Kindergarten and School Age Before & After School Programs.
These flexible positions are a great fit for your class schedule and provide hands-on experience in a dynamic, supportive environment.
Interested? Check it out today!



AFCHILDRENSERVICES.CA
Current Openings | Andrew Fleck Children's Services

**Top post of 2025:
Earn While You Learn!**

- 4,473 Views
- 9 Interactions
- 80 Link Clicks

2025 Performance Highlights



- Facebook engagement increased year-over-year
- Instagram reach grew 52%
- Instagram interactions doubled year-over-year
- Link clicks improved across both platforms

50.4K
Views



107
New Followers

18.2K
Views



129
New Followers

Financial Highlights

For the year ending
December 31, 2025

Revenue

Government Grants & Revenue
\$36,438,860

User Fees
\$6,533,216

Contracts & Administration Fees
\$0

Investment income
\$720,096

Other Funding
\$644,330

Amortization of deferred tangible
capital asset & contributions
\$406,260

TOTAL
\$44,742,762

Expenses

Salaries, Wages & Benefits
\$28,587,682

Program Costs
\$4,405,738

Payment to Providers & Program Assistants
\$5,541,220

Rent & Utilities
\$1,644,454

Amortization of Tangible Capital Assets
\$969,729

TOTAL
\$41,148,823

Excess of Revenues Over
Expenditures for the Year

8%

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 a 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.

Contact Information

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Charitable Registration # 106710965RR001
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