

Network

Child Care Services

Your CHILD is our FIRST priority



23 YEARS

of providing exceptional services to young children & families

ANNUAL REPORT NOVEMBER 2014

MISSION STATEMENT



“Providing EXCEPTIONAL Early Learning Experiences and Child Care Services to Children and Their Families in a Community of Diverse Needs.”

CORE VALUES

NETWORK operates and delivers services and programs guided by a shared belief in core values and principles:

- Network values children, families, their needs and the needs of their community, as the pivotal purpose of our ambition.
- Network values an environment that promotes mutual respect, diversity, inclusiveness, and equity in all its practices, services and decision making processes.
- Network values maintaining integrity and dignity in all its services, practices, and operations.
- Network values working collaboratively with families as integral partners in their child's development, learning and education choices.
- Network values the dedication of its staff members and affiliated home child care providers and recognizes their professional contribution and commitment in fulfilling Network's mission statement and goals.
- Network values liaisons with community organizations as providers of resources and support partners.

BOARD PRESIDENT'S and EXECUTIVE DIRECTOR'S REPORT



STAN SMYER AND SPYROS VOLONAKIS

Welcome to Network's **23RD ANNIVERSARY**. We are delighted to report that we have concluded another year of measured growth and stability with success. We have met the challenges of the ongoing economic restraints and the reconfiguration of child care that has occurred over the past few years. In conjunction with the necessary restructuring and repositioning of its programs and services, Network has remained committed to meeting the needs of young children and families and to delivering quality child care to more than 800 children throughout its 14 programs. Network has also continued to offer its staff and affiliated home child care providers numerous professional development opportunities to enhance their current levels of expertise. We view this continuing education as an invaluable investment that proves to be an essential component of the Organization's overall success. Finally, there is no doubt that Network's continued success would not have been achieved without the dedicated and tireless efforts of Network's affiliated home child care providers and staff. For that we are most grateful.

Some of the highlights of this past year's achievements have included on-going training initiatives, such as the "School Age Child Care Certificate Program" presented by Mothercraft College. Several of Network's affiliated home child care providers followed a seven-week course on the elements of caring for school age children in a home based child care setting. Other engaging educational opportunities and interactive learning sessions included the following: "Fostering Child Development Through Play" presented by faculty members from the Ontario Institute for Studies in Education, the "Cooking 101" and the "Menu Design" series presented by Chef Robert Caspary from George Brown College. These courses offered our affiliated home child care providers and staff the opportunity to become acquainted with new perspectives and experiences. Fire prevention, First Aid and C.P.R. workshops, staple training for everyone, continued to refresh and revitalize participants' understanding of the importance of safety within Network's child care settings.

On the programming front, Network expanded its program delivery by adding before and after school care to children in kindergarten at St. Maria Goretti and St. Albert Catholic Elementary Schools. The addition of these schools to our existing programs strengthened Network's collegial partnership with the Toronto Catholic District School Board and the teaching staff located at these schools. The before and after care programs that are offered to children enable the "seamless" day concept which is the philosophical foundation to the concept of full day kindergarten. In light of our experiences at these schools, Network is well positioned to offer this type of program to any school given the opportunity and demographics.

BOARD PRESIDENT'S and EXECUTIVE DIRECTOR'S REPORT



STAN SMYER AND SPYROS VOLONAKIS

As the Ministry of Education strives to streamline the delivery of child care in the Province of Ontario, through necessary changes to legislation and the launch of a new resource entitled “How Does Learning Happen? Ontario’s Pedagogy for the Early Years”, it is essential that Network be positioned and prepared to offer inquiry based care of the highest quality. Network must also remain at the forefront of these directional visions, needs and changes. In this regard, we can proudly take credit for the fact that the youngsters in our care are supported by professionals and caregivers who are trained to engage the children in enriched and diverse experiences. Network understands the changing trends and initiatives and embraces such new directions. In this way, we are able to continue to meet the needs of young children and families and while placing the children within the “centre” this will continue to offer the best possible programs and care in their critical formative years.

Recently, the Ministry of Labour released a mandatory health and safety on the job training regulation under the Occupational Health and Safety Act legislation that came into effect on July 1, 2014. The new regulation applies to all workplaces in Ontario and to anyone who fits the definition of a “worker” or a “supervisor”. Under the new legislation, new training requirements became mandatory by July 1, 2014. Network employees completed the new health and safety awareness training by taking part in an online tutorial using a hard copy workbook customized for Network’s employees. The training is designed to help prevent workplace incidents and injuries by making employees and supervisors aware of their roles, and responsibilities in the workplace. Upon completing the training module each employee received a certificate.

In addition, the Ontario Government passed the Accessibility for Ontarians with Disabilities Act (commonly referred to as AODA) to make all of Ontario accessible for people with disabilities by 2025. Therefore, accessibility standards have been created, as part of the Accessibility for Ontarians with Disabilities Act. These standards are rules that businesses and organizations in Ontario need to follow to identify, remove and prevent barriers, so that people with disabilities have more opportunities to participate in everyday life. As part of this progressive legislation, The Accessibility Standard for Customer Service was the first to become law, and compliance was required. Network developed organization wide policies and procedures to meet the requirements and employees received training as required by the new legislation.

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Complementing Network's programming efforts in its participation and involvement in the greater child care community, Network continued to take on leadership roles in a range of community efforts and initiatives. In its participation at various table discussions, much of Network's attention was focused on the anticipation and the planning for future changes and transitions. Community collaboration was and will continue to be a hallmark of Network's objectives as the organization continues to respond to new directives, challenges and trends.

In planning for Network's future growth, we would like to take this opportunity to acknowledge the on-going assistance of the Ministry of Education, the City of Toronto Children's Services and the Toronto Catholic District School Board. Network truly appreciates their efforts and will continue to look forward to their support and encouragement.

We wish to reassure Network's commitment of offering high quality early years learning and child care programs. Network is founded on strong principles and we are proud of Network's commitment to excellence, accountability, transparency and integrity. It is something that permeates every aspect of its operations, be that in the Home Child Care Division, or the Early Years Learning and Child Care Centres. We are confident that with such solid foundations, Network is well-positioned to meet and embrace the journey that lies ahead.



PROGRAM PHILOSOPHY and GOALS



PHILOSOPHY

Network believes that all children and their families should have equal opportunity to access high quality early childhood educational programs, in a diversely enriched, and inclusive learning environment. We believe that children should be provided with experiences which build positive self-esteem and confidence, support their emotional, social, creative, academic and physical needs and development. Network believes that children should be provided with a positive learning environment that inspires learning, promotes autonomy, appreciates diversity, provides opportunity and freedom to make choices, celebrates accomplishments, promotes self respect and respect for others, and encourages responsibility, and order.

Network believes that parents and guardians have the primary responsibility for the care, education and advocacy of their children. Parents and guardians are entitled to pursue financial security, further education and/or personal fulfillment while being involved, informed and supported in the daily life of their children's child care experience. Network supports parent/guardian involvement in their children's early learning and development, and recognizes parent/guardian participation as an integral part of their child's learning and development.

Network believes that all staff 'and affiliated home child care providers' should be recognized for their strong commitment to the development and education of children, based on the importance of the work they have chosen, and their suitability of skills and qualifications for their work. Network believes that staff are entitled to receive equal treatment and opportunities, open communication and input into decision making, equitable recognition for the value of their work, and support for professional development.

OUR GOALS

Network's goals are to consistently provide children and families of the community with excellence in superior service, quality and innovative choices in meeting their educational and child care needs. In meeting our goals Network will provide progressively enriched child-oriented programs that, in reflection to our philosophy and core values, will provide children with positive learning experiences that will support and enhance their development in language, intellectual growth, physical growth, social and emotional skills, within a safe, healthy, child-centred environment where each child is safe, valued and respected.

CURRENT PROGRAMS and SERVICES OFFERED

PROGRAMS AND SERVICES OFFERED



Consistently meeting and **EXCEEDING** the licensing requirements of the Ministry of Education, and ensured quality program practice as measured by the City of Toronto's Operating Criteria, Network has maintained a reputation of professional standards, delivering quality early learning programs, and offering **INNOVATIVE** options in superior child care services.

NETWORK has expanded its licensed services to more than 800 children from infancy to 12 years, within thirteen multi-site based early learning and child care centres, and a Home Child Care program.

Our programs and services offered reflect the contemporary needs of today's evolving family, and respond to the trends impacted by social, economic and political events. Network is proud to offer the following services and programs:

- **Early Years Learning and Group Based Child Care Centres** which are conveniently located throughout the Greater Toronto Area. Within the centres, an enhanced daily program is offered including music and movement classes and early literacy programs that promote language and reading skills development for all children. All Centres follow the Ontario Early Learning Framework (ELF).
- **Early Years Learning in Home Child Care Program** is affiliated with approximately 80 Home Child Care Providers who offer their services to approximately 250 children.
- **Resource Teacher and Family Community Support Resources.** Working with a solid network of community partners, Network provides access to agencies and professionals that support children's healthy development:
 - ✓ Preschool Speech and Language Program
 - ✓ Ontario Early Years Centres
 - ✓ Healthy Babies, Healthy Children
 - ✓ Infant Hearing Program
- **Specialty Child Care Services** catering to trade shows, conventions, special events venues and corporate child care, providing support to corporations.
- **Training and Continuing Education** opportunities are provided for staff and affiliated Home Child Care Providers to keep them abreast with current issues in child development, educational methods, parenting and new directives.
- **Network's Resource Library** offers an exchange facility of equipment, learning materials and information resources for affiliated Home Child Care Providers, child care staff, and families.
- **Assistance for obtaining Fee Subsidies** from City of Toronto Children's Services (www.toronto.ca).

Our PARTICIPATION in the CHILD CARE COMMUNITY



Network Child Care Services is an active participant in many of the child care community associations and events. We feel that it is vital to maintain effective communication among everyone who shares in our philosophy, that quality early learning and child care programs for all children is a right and not a privilege.

MEMBERSHIPS, COMMUNITY PARTNERSHIPS AND AFFILIATIONS:

College of Early Childhood Educators. Network's Early Childhood Educators are registered and in good standing with the College, which confirms their professional status and ensures they are competent and qualified professionals.

NETWORK CHILD CARE SERVICES is affiliated with the following organizations and committees:

- ✓ Canadian Child Care Federation
- ✓ Association of Early Childhood Educators (AECEO)
- ✓ Coalition for Better Child Care
- ✓ Canadian Association of Exposition Managers
- ✓ Home Child Care Association of Ontario (HCCAO)
- ✓ Home Child Care Association of Toronto
- ✓ Quality Early Learning Network (QELN)
- ✓ Ontario Studies in Education (OISE)
- ✓ Mothercraft College
- ✓ City of Toronto, District Child Care Advisory
- ✓ City of Toronto, "Every Child Belongs"

GENERAL PROMOTIONS:

Network's PROGRAMS and SERVICES are marketed to the community and the public by promotional opportunities in shopping mall facilities, libraries, corporations, firms, community centres, churches, community festivals, T.T.C. subway stations and through radio specials.

TRADE SHOWS, SPECIAL EVENTS AND CHILDREN'S CAMPS:

Providing child care services at trade shows and special events such as; "The One of A Kind", "The "National Home Show", the Elementary Teachers' Federation of Ontario, Ontario English Catholic Teachers' Association, City of Toronto Children's Services, Peel Elementary Teachers local.

CHILD CARE UPDATE



The **Early Learning and Child Care Sector** continues to evolve and experience new challenges. While it is hoped that the volatility we have experienced in the past few years will ease, we anticipate that a number of government initiatives will continue to impact Network's capacity to deliver high quality early learning and care opportunities to the children and families to whom the organization serves.

The following is an overview of current updates:

1) **Bill 10, Child Care Modernization Act, 2014 –**

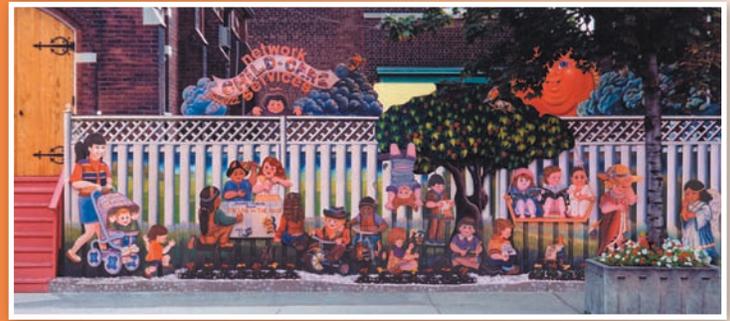
An Act to enact the Child Care and Early Years Act, 2014, to repeal the Day Nurseries Act, to amend the Early Childhood Educators Act, 2007, the Education Act and the Ministry of Training, Colleges and Universities Act and to make consequential and related amendments to other Acts.

- Legislation that will replace the Day Nurseries Act which was first enacted in 1946.
- Bill 10 is less specific about window sizes, ratios and group sizes – these important issues will be addressed through new regulations which have not yet been written or made public.
- There are changes to the way in which the licensed home child care sector will be managed. Such changes will include when proclaimed:
 - Tighter controls and higher fines for those who are operating illegal home child care settings;
 - An opportunity for providers working with licensed agencies to care for an extra school age child

2) **'How Does Learning Happen?'**

- This is a new professional resource to support pedagogy and curriculum development in child care, and child and family support programs;
- It defines pedagogy as "the understanding of how learning takes place and the philosophy and practice that support that understanding of learning";
- It focuses on healthy relationships as being fundamental to the delivery of high quality early learning and care programs and services;
- It uses a strength/inquiry based approach;
- It builds on the principles in **Early Learning For Every Child Today (ELECT)**.

CHILD CARE UPDATE



3) **New funding for child care professionals**

- During the recent Provincial election there was a promise made for a salary increase for staff working in child care settings;
- This commitment comes out of the anti-poverty initiative targeting occupations that included child care workers and personal support workers.

- **The Budget states the following:**

“Early Childhood Educators (ECEs) and other child care staff play a key role during the critical years of a child’s development. However, there is a significant wage gap between ECEs working in the publicly funded education system and those in the child care sector. This places pressure on child care operators to deliver affordable, high-quality services and retain pedagogical professionals.

To help stabilize child care operators in terms of supporting the ability to retain ECEs, and close the wage gap, the Province will provide an additional \$269 million over three years, to support an average of \$1 per hour for wage & benefits increase in 2015 and a further average \$1 per hour for wage & benefits increase in 2016 for front-line child care workers who work in licensed child care centres, child care centres managed by First Nations and licensed private-home daycare agencies.”

4) **New Funding Model**

In December 2012, the Province announced a new funding model for child care (part of the Modernization of Child Care process) that provides municipalities with more discretion on how to use the funding that is allocated by the Province for early learning and care expenditures. The City of Toronto is engaged in consultation about what the new funding model will look like. We are hopeful that an announcement will follow soon.

5) **Transition Funding**

Funding was allocated to the City of Toronto by the Province of Ontario as well as to other municipalities across the Province, to support the conversion of spaces from kindergarten age children to younger children (infants and toddlers).



6) **Ontario Non-Profit Corporations Act**

Changes are being made to the legislation by the Ministry of Consumer Services that will impact the areas of accountability and governance. It is expected to address and revise various definitions, and outline specific requirements for the role of board of directors of organizations. The legislation was supposed to be proclaimed in January 2014 but it has been delayed. Both the date of proclamation and implementation remain unclear.

Network has taken the initiative in implementing the proposed legislation.

7) **Ontario Early Years Policy Framework (which began in 2013)**

- a. The **Ontario Early Years Policy Framework** is a document that outlines the Provincial government's vision for the early years and sets out the priority areas for action.
- b. The **Ontario Early Years Policy Framework** sets out four guiding principles:
 - i. Programs and services are centered on the child and the family;
 - ii. Programs and services are of high quality;
 - iii. Strong partnerships are essential;
 - iv. Programs and services are publicly accountable.
- c. Priority Areas for Action as outlined in the **Ontario Early Years Policy Framework**
 - i. Continue with the implementation of full day kindergarten;
 - ii. Create an effective approach to implementing Best Start Child and Family Centres;
 - iii. Improve the delivery of speech and language services;
 - iv. Stabilize and transform the child care system

8) **Full Day Kindergarten is now fully implemented in the Province of Ontario.**



CHILD CARE UPDATE



9) **City of Toronto Governance Criteria**

- a. The City of Toronto Children’s Services Division is piloting a new component of the Operating Criteria which focuses on Governance requirements for those organizations with a purchase of service agreement.
- b. The Governance Criteria will be fully implemented by the end of 2014.

Network has already implemented the proposed requirements as stated by the City of Toronto Children’s Services Division.



LETTER to MINISTER SANDALS MINISTER of EDUCATION



November 18, 2014

Hon. Liz Sandals
Minister of Education
Mowat Block, 22nd Floor
900 Bay Street
Toronto, ON M7A 1L2

Dear Minister Sandals,

RE: Bill 10

I am writing on behalf of Network Child Care Services, to express our support for the modernization of the child care and education sector proposed by Bill 10, the Child Care Modernization Act, 2014. At Network Child Care Services we strongly support the need for a modernized early learning and care system. It is time for modern legislation that reflects the needs of today's families and children.

We would also like to raise some concerns and propose some recommendations for the enhancement of the proposed Bill. While we support the quick passage of Bill 10, the Child Care Modernization Act, 2014, we do believe that the magnitude of the amendments are such that they must be considered thoroughly and responsibly. In making our various suggestions, you should know that we draw on our 23 years of exceptional child care experience.

Network Child Care Services employs a total of 130 staff including, Registered Early Childhood Educators, who provide high quality early learning and care programs to approximately 800 children across our thirteen licensed early learning and child care centres and through the services of approximately 70 independent contractors who offer care in private home locations. Our programs provide care to children from infancy to age twelve. Network Child Care Services is committed to the provision of outstanding learning and care that is reflective of, and responsive to, the communities in which we operate. As a not-for-profit organization, we are governed by a community based board of directors.

LETTER to MINISTER SANDALS MINISTER of EDUCATION



To begin with we would like to express our strong support for the following proposed initiatives:

- 1) The requirement that unregulated home child care providers must also include their own children under the age of six when determining how many additional unrelated children for whom they may care. Not only does this reduce the impetus to provide unregulated care, it also addresses a glaring safety issue that is part of the current legislation;
- 2) The proposal that providers in the licensed system may care for up to six children as opposed to five in the unregulated system;
- 3) The proposed requirement that the College of Early Childhood Educators report disciplinary action to current and former employers; and
- 4) The proposal to support the public to better understand the differences between licensed and unlicensed care and believe that restrictions upon who may use the terms licensed or accredited child care will support this direction.

Network Child Care Services is an active proponent of the integrated model of care for children 0 to 12 that is built on the principles of developmentally appropriate programming and that begins with strong and healthy relationships, trained and experienced educators and a high level of family engagement.

We recognize that the demand for programs supersedes what is currently available and that high quality licensed early learning and care is costly. But these concerns should not overshadow the provision of regulated, licensed care to children up to and including the age of twelve. Rather, the particular concern may be addressed by identifying appropriate transition care plans for older children. As you will no doubt be aware, there is considerable research to suggest that there is a significant difference between younger and older school age children. Children under eight years of age require a higher level of support than those eight years and older. We would urge you to consider amending this proposal to address the needs of children eight years of age and older. Furthermore, we believe that it is important, even for the older children, that there be a clear statement about the importance of regulated programs delivered by recognized and accountable providers.

We appreciate that this may be addressed through the regulations that are to be developed subsequent to the passage of the Bill. However, the definition of what is child care is a critical component of this modernization process and must be clearly identified in the legislation itself and not left to the regulatory process.

LETTER to MINISTER SANDALS MINISTER of EDUCATION



Regarding our specific recommendations for amendments to Bill 10, they are as follows:

Recommendation 1: Amend Bill 10 to limit home child care providers to caring for no more than three children under three years of age. The “3 under 3” provision is a clear cut safety issue, ensuring that a provider will be able to safely care for infants, particularly in the event that she/he is required to evacuate the children for some reason.

Recommendation 2: Amend subsection 6. (3) 4. i of Schedule 1 to increase the age threshold for programs for school-aged children to eight years of age or older.

Recommendation 3: Amend subsection 6. (3) 4. of Schedule 1 to require that the program be operated by an authorized provider as prescribed by the regulations.

Recommendation 4: That the Ministry of Education commit to integrating planning for child care and recreation programs into the larger system plan.

Recommendation 5: That the Ministry of Education work with a range of stakeholders to develop the regulations for authorized recreation and skill-building programs for children eight years of age and over, including standards, requirements and protections.

We are also of the view that there ought to be a number of amendments to the Education Act so that those provisions that concern child care and consistent with the requirements of Bill 10. Specifically, with respect to Extended Day/Third Party Programs – Grades 1 to 6, Network is concerned that the proposed legislation provides too much scope as to the types of programs that may be provided by third parties. Section 259.1 of Schedule 4 of Bill 10 allows the provision of unlicensed programs that do not meet the minimum requirements of licensed child care. Not only will this have the potential to further destabilize the licensed child care sector, more importantly, it does not provide for a guarantee of safety and high quality, developmentally responsive programs for children.

Bill 10 addresses several existing legislative and regulatory gaps as they pertain to private schools and camps for children under the age of four. The very same proposed legislation creates a loophole for children over the age of four. This could result in children in junior kindergarten attending programs that are not accountable to the government and regularly inspected.

LETTER to MINISTER SANDALS MINISTER of EDUCATION



It is important that children and their families have access to a seamless range of services all of which are guided by the principles of high quality early learning and care. The potential of multiple third party providers operating within one school contraindicates the principle of seamless and creates more confusion for families. We are therefore, proposing the following:

Recommendation 6: Amend Bill 10 by deleting subsection 259.1 (2) 1. ii, under Schedule 4, which would allow the Ministry to authorize school boards, by regulation, to permit third party providers to offer unlicensed programs before and after school for pupils in grades 1 to 6.

Recommendation 7: That the Ministry of Education work with a range of stakeholders to develop the regulations and expectations for a seamless system of before and after school programs for children six and older and that no changes be made to the existing school age child care system until this work is complete and children and their parents can be assured of access to a range of high quality child care options.

Conclusion

This is an exciting time for the early learning and child care sector. Ontario's commitment to the continued provision of comprehensive, seamless, safe, high quality programs for children and their families delivered through and by school boards and their licensed third party partners is a significant step forward for the families of Ontario.

Network Child Care Services is proud to be a strong part of this system and is honoured to be able to offer these suggestions to further strengthen what is a strong and important piece of proposed legislation. We look forward to further opportunities to work with the Ministry to ensure that the needs of children and families are met through the continued development of a stable, healthy early learning and care system.

Sincerely,

Stan Smyer,
Chair, Board of Directors, Network Child Care Services

TIPS ON CHOOSING A LICENSED CHILD CARE SERVICE



A **LICENSED CHILD CARE SERVICE** allows children to learn and play in a healthy, secure, and friendly environment. Some of the questions a parent should ask when looking for a licensed child care service are:

- Is child care what I really want for my child?
- Do I want it to be close to home or work?
- Do the hours fit my schedule?
- Would I feel comfortable leaving my child there?
- Can I afford it or should I seek financial assistance?

A parent or caregiver will answer these questions differently according to the situation and needs of the child. However, there are some basic points that all parents and caregivers should look for in a child care service. The following outlines some suggestions for parents in conjunction with their search for a quality child care program.

Start your search early:

- If possible, give yourself a minimum of 3 to 6 months to find a good program.
- Contact the City of Toronto Children's Services for names of licensed child care agencies. Find out from the City if you are eligible for publicly funded child care services.
- Talk to relatives, friends, and neighbours. They may be able to recommend child care services based on their experiences.

Compare your choices:

- Always visit a service before enrolling your child, no matter how highly the service was recommended.
- Visit more than one service so that you can compare the types and quality of services provided.
- Talk to the supervisor or caregiver regarding the specific needs of your child.



TIPS ON CHOOSING A LICENSED CHILD CARE SERVICE



Thoughtful Questions to ask during your visit:

- Is there evidence that the service is licensed?
- Is the staff friendly and courteous to children?
- Does the staff discipline the children in an appropriate way?
- Is there evidence of a commitment on part of the staff to Continuing Education?
- Is there a variety of age appropriate engaged activities within the daily program to help the children socialize, develop and learn?
- Is there an opportunity for the children to choose their own activities at some time during the day?
- Do the children appear to feel included and engaged in the program?
- Is there a variety of nutritional meals in the posted daily menu?
- Is the physical space clean and inviting?

PRESENTATIONS



A COMPREHENSIVE ORGANIZATIONAL REVIEW AND ACTION PLAN FOR THE NEW YEAR

BY ROBERT IP



Network has initiated a Comprehensive Organizational Review on business fundamentals and their resulting impact on the organization, while addressing the ever-increasing challenges faced by the sector and its partakers. A roadmap that outlines the transformational changes has been presented and an action plan has been introduced in order to ensure Network's long-term viability and sustainability. Network is committed to its employees and the young children and families. This presentation acts as a precursor to future communications in Network's continued strive for excellence and in building on its organizational strengths and resources.

Robert Ip is a recognized leader known for developing strategic solutions to assist organizations in addressing and overcoming business obstacles. He offers a unique blend of executive management, organizational development, and client management strategies that has proven effective in mature to grass-root organizations within the Canadian marketplace. Robert understands the unique perspective and balance of financial metrics, operations management, and resource(s) allocation to consistently deliver results by aligning strategic initiatives with business goals. Robert's tailored approach focus organizations on fundamentals that maximizes results and effectiveness in service delivery, standardization, and business/systems performance.

As an independent Management Consultant, Robert provides advisory services that assist companies in achieving their long-term and short-term goals while generating a strong ROI, sound operational improvements and strategic direction in line with mission objectives.

PRESENTATIONS



A COMPREHENSIVE ORGANIZATIONAL REVIEW COLLEGE OF EARLY CHILDHOOD EDUCATORS

INFORMATION SESSION PRESENTED BY MARINA BULGAKOVA

This presentation takes a closer look at what it means to be a regulated professional. Topics include the College’s mandate and governance structure, ethical and professional standards for RECEs and important practice guidelines around professional conduct and continuous professional learning.

Marina Bulgakova is an External relations Analyst at the College of Early Childhood Educators. As an internationally trained professional and a registered early childhood educator, Marina brings a solid understanding of the early learning and child care sector. With over 10 years of professional experience, Marina had worked in a profit and non-for profit sector. Prior to joining the College, Marina was employed as a Registered Early Childhood Educator with George Brown College where she supported student educators in the field and facilitated play-based learning experiences for young children.



PRESENTATIONS



THE REVITALIZATION OF CHILD CARE IN ONTARIO

“HOW DOES LEARNING HAPPEN?” and EFFECTIVE COMMUNICATION STRATEGIES BY SUE HUNTER

This presentation will focus on new directives and strategies in the early years and child care sector as presented by the Ministry of Education, and the City of Toronto. Sue will also refer to principles of effective communication.

Sue Hunter has worked with children, their families and those who work with children and families for more than 20 years. Her career path demonstrates her commitment to the well-being of children and families and the staff who work with them. Sue has worked as a child care centre director, for both the provincial and local governments and she served as the Executive Director of Toronto Child Abuse Centre from August 1997 until August 2003. Sue is now the principal of Hunter Consultants. As a consultant, Sue has facilitated many conferences, strategic planning sessions and workshops. Sue is an award winning adult educator and trainer.



PRESENTATIONS



THE CHOICE – 6 DECISIONS ALL WINNERS MAKE

THIS YEAR'S KEYNOTE ADDRESS: MR. STUART KNIGHT

As an award winning entrepreneur, and someone that has spoken to over one million people, Stuart Knight has distilled six decisions that all winners consistently make. These are not decisions you wait for, but rather decisions you deliberately and intentionally add to your daily action plan. Success isn't a trait you are born with. It's a choice you make, and Stuart Knight motivates his audience to make it. Too many people act or make changes when it's too late. Instead of making daily decisions that will keep them ahead of the competition, they only react when they see their numbers dropping. By then they are facing an uphill battle. The most successful organizations on the planet don't wait for rainy days to shine. They constantly ask themselves what they can be doing better and what decisions they need to make in order to stay on top. Stuart Knight hardwires the six most important decisions into your daily practice so that your team is always thriving and not just surviving.

After experiencing this hilarious and thought provoking keynote, your audience will walk away with six actionable takeaways. They will create a daily practice of taking pride in the work they do. They will have the tools necessary to overcome any fears they face in business. They will understand what it takes to tap into their creative abilities to find exciting new solutions to their challenges. They will develop thicker skin to the inevitable frustrations that everyone faces in business and will come out stronger every time. They will learn the secret of giving what others want so they can get what they want in business. And finally, they will be motivated to aim higher than ever before because they now understand the math of shooting for targets they once thought they could never attain. The audience will walk away feeling inspired knowing they have the strength within them to embrace these six decisions and by doing so, new and exciting results are just around the corner.

Stuart Knight is a graduate from the School of Business and Economics at Wilfrid Laurier University and today is an award winning entrepreneur, critically acclaimed author, and producer extraordinaire.

He has written, produced and starred in shows that have been seen by over one million people and each year speaks nationally helping some of Canada's biggest companies reach new levels of success. When he is not on the road performing, Stuart spends time writing songs that are heard around the world, and produces commercials that have been seen nationally. And when he isn't writing, you may have seen or heard him on some of Canada's biggest TV and Radio stations where he is often asked for his expert opinion on high level communication. He is the winner of many awards including the National Entrepreneurs Award for Community Leadership. Most recently, Stuart Knight launched the Top Ten Event, which has attracted sold out crowds and garnered almost 20 million media impressions. He is the author of two books – *You Should Have Asked* – *The Art of Powerful Conversation* and *The Madness of My Mind*.

As a renegade visionary, Stuart Knight has taken gut wrenching risks and came out on top. Today, with hilarious stories and thought provoking insights, he shares the lessons he has learned helping people reach goals they never imagined they could attain.

PRESENTATIONS



BOLLYWOOD CULTURAL DANCE

Raafia Siddiqui in collaboration with Shaheera Siddiqui and Sanah Siddiqui will present a Bollywood dance session demonstrating their cultural roots and identity. Raafia would like to share her knowledge with the participants and inspire them to try this dance. Her passions include nutrition, healthy life style, encourage community members to become and remain active and of course Bollywood dance.

Raafia Siddiqui is a recent graduate of York University's Biology program and she is planning to study medicine.



EXECUTIVE OFFICERS of NETWORK CHILD CARE SERVICES



DIRECTORS AND OFFICERS:

President:	Mr. Stan Smyer
Vice President:	Ms Roxana Gumiela
Secretary:	Ms. Gina Papadakis
Treasurer:	Mr. Nick Tsimidis, CPA
Officer:	Mr. Stephen Males
Past President:	Ms. Aira Aitken
Advisors:	Mr. Robert Ip, MBA, CPA, CMA, CSP Klever Clan Consulting Inc. Mr. Douglas Varty, CPA, CA Interim Financial Executive & Financial Consultant

CHARTERED ACCOUNTANTS (AUDITORS):

Ramesar & Associates
Chartered Public
Accountants

LEGAL ADVISOR:

Iryna Iwachiw LL.B, LL.M

MANAGEMENT TEAM:

Jasmine Aitken
Christina Katsigarakis
Maria Katsigarakis
Nadia Stirpe-Georgiou
Luis Varessis
Spyros Volonakis



STAFF



Aziza Abdulaziz
Yasmin Abubakar
Jasmin Aitken
Isabel Alvarez
Halai Amiri
Roshini Arithas
Marlene (Silva) Armas
Hana Abebe Ayalew
Shahairazaad Bacchus
Ana Baptista
Mariam Baroi
Amaneh Barzegari
Louise Baumann
Evadne Benn
Kume Besarta
Helen Bettencourt
Sandy Botelho
Indira Campbell
Katie Cavašin
Juana Balbina Caycho
Chin Yao (Casta) Chang
Carla Maria Chavarria
Lei Chu
Chin Yu (Stephanie) Chung
Nelia Cordeiro
Elisabeth Da Costa Bento
Barbara De Cicco

Allissa Dela Cruz
Harsha Desai
Jeaneny Donayre Garcia
Anita Dukharan
Thelma Dumaquion
Gregory Dumas
Neletia Edwards
Piera Fasulo-Matajic
Paula Frances
Careena Fraser
Diane Frias
Amanda Fulton
Dimitra Gaitanis
Diana Garcia
Amy Gaudaur
Razia Ghani
Juvelyn Grospe
Italia Lisa Guarini
Monica Hayford
Frances Hazel Hernandez
Christina Hoang
Shari-Ann Holmes
Fei Fei Huang
Fardoshi Islam
Audrey James
Priti Jangi
Yunfan (Fiona) Jiang

Christina Katsigarakis
Maria Katsigarakis
Anila Konomi
Jacqueline Levy
Xiao Lian Li
Xue Lian (Ashley) Li
Lindita Lika
Natalie Lloyd
Leanne Lowes
Marcia Luz
Athena Magno
Jose Maricris
Luciana Marino
Antonia Mastrella
Arta Mici
Christina Modopoulos
Marites Nazareno
Sabina Noor
Vesna Ostojic
Sally Medeiros Pacheco
Diane Palinha
Nick Pappas
Robin Paulyn
Deomattie Persaud
Voula Petropoulos
Ton Phuong Thuy
Michelle Pimentel

STAFF



Susy Simoes
Sonia Laurell Simon
Sandhya Singh
Kerian Smith
Maya-Drumatee Sobhee
Tomislava Stanisic
Vanessa Sterling
Nadia Stirpe-Georgiou
Jadwiga (Eva) Szajner
Valandeena Thavagnanam
Vasiliki Theocharopoulou
June Therres
Hershey Tobias
Gergana Toskov
Luis Varessis
Spyros Volonakis
Effie Vrazalis
Lei Wan
Yi (Eva) Wang
Elma Wedderburn
Chan Wing
Xiuming Wu
Samira Yehya
Holly Hao Yin
Czarina Ying
Akele Zewditu

Rehana Akter Popy
Sarah Ratzlaff
Wilma Regala
Raven Olivia Reid
Hedda Reyes
Monica Richardson
Pina Rinella-Papp

Doris Isabel Risso-Rocco
Micah Saludaes
Megan Mae Samanica-Gallant
Debbie Seerattan
Amie Serra
Tania Hossain Shah
Marli Summer Sigouin-Pitre

AFFILIATED
HOME CHILD CARE
PROVIDERS



- Martha Acosta
- Nazli Ali
- Farah Al-Samraj
- Alem Andemariam
- Safiya Badat
- Samim Badat
- Maria Borges
- Normanda Branco
- Shaneeza Buchana
- Shahida Butt
- Tahera Chaudhry
- Julia Chavez
- Marina Cidade
- Maria Costa
- Rosa M. Da Costa
- Miriam Darman
- Maria DaSilva
- Carmen Demelo



AFFILIATED
HOME CHILD CARE
PROVIDERS



Teresa Domingos
Anuva Dutta
Zahra Farah
Xenia Hasbun
Selina Hussain
Lula Hussien Ali
Meena Jabar
Lidea Jimenez
Jeeva Kanthan
Jacqueline Keane
Kawser Khan
Naheeda Khan
Yeasmine Khanam
Carol Limas
Rosa Machado
Bilkis Mahida
Muneera Mahmood
Beatriz Marin

Maritza Martinez
Malyoun Meraneh
Helen Miah
Dunia Mohamed Farah
Farhia Mohamed
Farhia Hussain Mohamed
Suhira Mohamed
Sofia Mohamud
Lilian Moreira
Rubana Motala
Maria Nardi
Fardowsa Omar
Fatima Omar
Rowena Pardu
Saajida Pathan
Maria Penacho
Leila Persaud
Amalia Pibiri

Maria C. Ramos
Judith Rasuki
America Reinoza
Ramona Sanchez
Hodan Samatar
Dorothy Sayles
Maria Seco
Shamkumarie Seebachan
Zarina Shaikh
Humera Siddiqi
Aneela Sohail-Sheikh
Martha Torres
Yolanda Valencia
Hamida Varacchia
Nafisa Varacchia
Maria Veiga
Amal Yacob

FINANCIAL STATEMENT



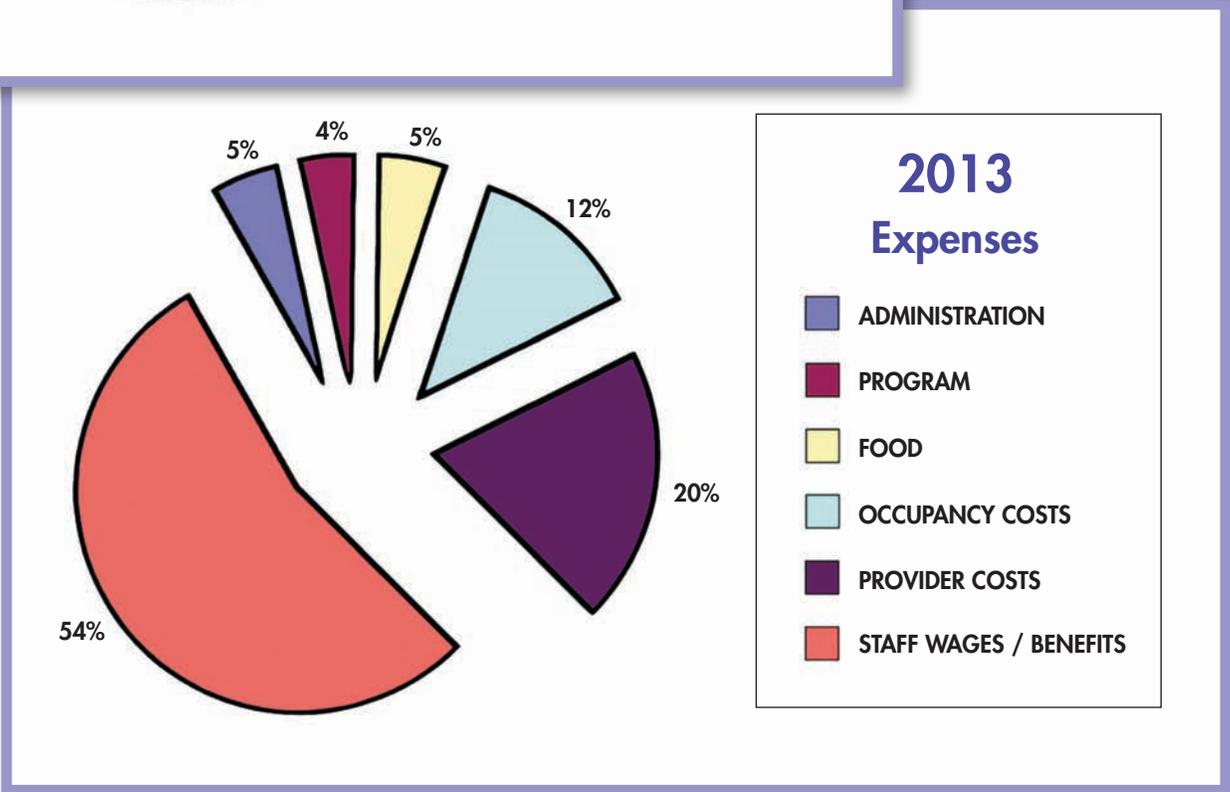
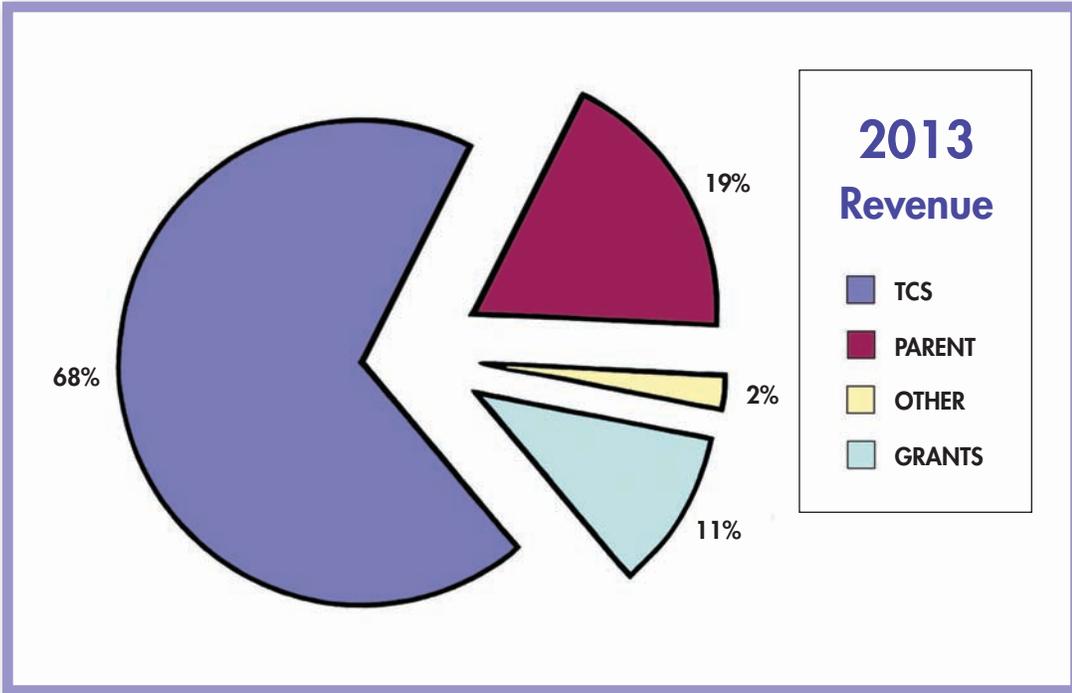
NETWORK CHILD CARE SERVICES FINANCIAL HIGHLIGHTS FOR THE YEAR ENDING DECEMBER 31, 2013

REVENUE	2013
TCS – Subsidy	\$5,947,155
TCS – Grants	922,153
Parent Fees	1,606,519
Interest and Other	179,398
TOTAL REVENUE	\$8,655,225
EXPENSES	
Salaries and Benefits	4,664,843
Provider Fees	1,736,257
Occupancy Costs	1,047,036
Food	413,491
Office and Administrative Program	407,273 359,434
TOTAL EXPENSES	\$8,628,334
EXCESS OF REVENUE OVER EXPENSES	\$ 26,891

NOTE:

Complete audited statements by Ramesar & Associates CA may be provided upon request.

FINANCIAL STATEMENT



OUR LOCATIONS



- 1 **Licensed Home Child Care Program**
756 Ossington Avenue, Toronto, ON M6G 3T9
T 416 530 0722
Contact: Maria Katsigarakis
maria@networkchildcare.com
- 2 **Ossington Avenue North Early Years Learning & Child Care Centre (Group)**
756 Ossington Avenue, Toronto, ON M6G 3T9
T 416 530 7766
Supervisor: Heather Ross
group@networkchildcare.com
- 3 **Ossington Avenue South Early Years Learning & Child Care Centre (Satellite)**
720 Ossington Avenue, Toronto, ON M6G 3T7
T 416 536 2331
Supervisor: Antonia (Toni) Mastrella
satellite@networkchildcare.com
- 4 **Wade Avenue Early Years Learning & Child Care Centre**
544 Lansdowne Avenue, Toronto, ON M6H 3Y5
T 416 537 0793
Supervisor: Dianne Palhinha
wade@networkchildcare.com
- 5 **Metamorphosis Early Years Learning & Child Care Centre**
40 Donlands Avenue, Toronto, ON M4J 3N6
T 416 463 4429
Supervisor: Lisa Guarini
meta@networkchildcare.com
- 6 **St. Nicholas Early Years Learning & Child Care Centre**
3840 Finch Avenue East, Toronto, ON M1T 3T4
T 416 850 5652
Supervisor: Christina Katsigarakis, Qiuli (Julie) Yu
christina@networkchildcare.com
- 7 **Just Kids Early Years Learning & Child Care Centre**
1695 Keele Street, Toronto, ON M6M 3W7
T 416 653 9944
Supervisor: Louise Baumann
justkids@networkchildcare.com

OUR LOCATIONS



- 8 **Child's Nest Early Years Learning & Child Care Centre**
121 Cosburn Avenue, Toronto, ON M4J 2L1
T 416 421 6984
Supervisor: Maryam (Masoumeh) Doaei
childsnest121@networkchildcare.com
- 9 **Child's Nest Early Years Learning & Child Care Centre**
123 Cosburn Avenue, Toronto, ON M4J 2L1
T 416 421 6984
Supervisor: Razia Ghani (Acting)
childsnest123@networkchildcare.com
- 10 **St. Aidan School Early Years Learning & Child Care Centre**
3521 Finch Avenue East, Scarborough, ON M1W 2S2
T 416 493 0500
Supervisor: Lei Wan
staidan.eyl@networkchildcare.com
- 11 **St. Gabriel Lalemant School Early Years Learning & Child Care Centre**
160 Crow Trail, Scarborough, ON M1B 1Y3
T 416 754 2555
Supervisor: Mariam Baroi
stgabriel.eyl@networkchildcare.com
- 12 **Holy Cross Catholic Elementary School Before & After Child Care Program**
299A Donlands Avenue, Toronto, ON M4J 3R7
T 416 421 6984
Supervisor: Helen Bettencourt
childsnest121@networkchildcare.com
- 13 **St. Albert Catholic Elementary School Before & After Child Care Program**
1125 Midland Avenue, Scarborough, ON M1K 4H2
T 416 850 5652
Supervisor: Christina Katsigarakis, Qiuli (Julie) Yu
stnicholas@networkchildcare.com
- 14 **St. Maria Goretti Catholic Elementary School Before & After Child Care Program**
21 Kenmark Boulevard, Scarborough, ON M1K 3N8
T 416 850 5652
Supervisor: Christina Katsigarakis, Qiuli (Julie) Yu
stnicholas@networkchildcare.com

NOTES



"To value his own good opinion, a child has to feel that he is a worthwhile person. He has to have confidence in himself as an individual."

(Sidonie Gruenberg)

HEAD OFFICE

756 Ossington Avenue, Toronto, ON M6G 3T9 T 416 530 0722 F 416 530 1924 E contact@childcare.com



We are **PROUD** and **HONOURED** to offer :

Quality Licensed Early Years Learning and Child Care Programs Enhanced Care for Children from infancy to 10 Years of Age – Music, Movement and Drama Classes – Early Literacy Programs – Inspiring Art Sessions – Supervised Escorts to and from local Schools – On-Site Before & After School Based Child Care Programs – Homemade Nutritious Meals and Snacks, Meeting Individual Dietary Requirements.

Group Centre Programs Conveniently located next to the Bloor Line Subway at Donlands, Ossington and Lansdowne Ave. as well as Finch Ave. E. & Warden Ave., Finch Ave. E. & Kennedy Rd., Finch Ave. E. & Neilson Rd., Pape Ave. & Cosburn Ave., Donlands Ave. & Cosburn Ave., and Eglinton Ave. W. & Keele St.

Agency Licensed Home Based Child Care Programs in Neighbourhood Settings, located West of Sherbourne St. to Jane St. and North from Lakeshore Blvd. to Lawrence Ave. West, for Children from Infancy to 12 Years.