NETWORK
CHILD CARE SERVICES
FOUNDED IN 1991

ANNUAL REPORT 2016

Embracing the Future



View the extended Annual Report at **www.networkchildcare.com/annualreport**



Problem Solving and Cognitive Play at Pearl's Home Child Care

MISSION STATEMENT AND CORE VALUES

MISSION STATEMENT

To provide 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.
- Mutual respect, diversity, inclusiveness, and equity in all its services and decision-making practices.
- Positive and responsive engagement and ongoing communication with parents/guardians for their unique strengths, perspectives and contributions to our program that will enable us to best meet their child's needs.
- The dedicated Staff and affiliated Home Child Care Providers and their professional contribution, continuous professional learning, and commitment to Network's mission statement and goals.
- Liaisons with community partners and resources who provide opportunities for the children to develop close connections with a wide range of community supports.

"We cannot possibly express the extent of our gratitude to each and every one of you for the love and care you have shown to Grayson over the last 2+ years.

You are his (and our!) second family and you are so incredibly good at what you do! You have kept him safe and happy and engaged and he has learned so much."

—Patrick and Cayleigh, parents

Front Page Photo: School Agers at Dane Avenue Child Care Centre

BOARD PRESIDENT'S AND EXECUTIVE DIRECTOR'S REPORT



Stan Smyer, Board President



Spyros Volonakis, Executive Director

Welcome to Network's 26th year providing licensed, early years and child care services to families with young children in Toronto.

We are extremely proud to report that we have concluded twenty-six years of measured growth and stability coupled with integrity and success. We have continued to meet the challenges of ongoing economic restraints and the reconfiguration of child care that has occurred over the past years, while remaining true to our values that every child is a unique individual and deserves the best child care program possible. In conjunction with the necessary restructuring and repositioning of our programs and services over these past years, Network has remained committed to meeting the needs of young children and families, and to delivering quality child care to more than 975 children throughout its 16 programs. There is no doubt that Network's continued success would not have been achieved without the dedicated and tireless efforts of Network's talented and dedicated affiliated Home Child Care Providers and Staff.

This past year, since the enactment of the new *Child Care and Early Years Act, 2014*, new regulations have continued to shape the delivery of child care throughout Ontario. Network created and implemented specialized Program Statements for all child care centres and affiliated Home Child Care Providers, incorporating the principles of the Ontario Ministry of Education's *How Does Learning Happen?* document. In addition, a number of new standards were put in place under the City of Toronto's *Assessment for Quality Improvement* program, and Centre staff and Providers attended extensive training around these new initiatives. The tremendous changes that have happened, and the planned expansion of available child care spaces in Ontario have caused Network to reflect on the organization's current position and future projects. Our extended Annual Report found online at www.networkchildcard.com/annualreport has an extensive report by Sue Hunter on the Child Care Sector today, that has helped provide context for these reflections.

Network has remained steadfast in its commitment to offer its Staff and affiliated Home Child Care Providers numerous professional development opportunities to enhance their current levels of expertise. The encouragement of continuing education remains an invaluable investment that has proven to be an essential component of the Organization's overall success. Staff and Providers participated in First Aid Certification courses; training on *How Does Learning Happen?* and City quality standards (*AQI*); as well as workshops on effective communication strategies.



Sorting and stacking at Aneela's Home Child Care

Network grew its care program with the opening of Dane Avenue Early Years Learning and Child Care Centre. Expansions to Network's sites also included infant care at St. Aidan's Early Years Learning and Child Care Centre, along with additional school age care which was provided at Holy Cross and St. Maria Goretti Before and After School Programs.

Providing nutritious meals and snacks to Network's child care sites continued to be enhanced this past year with the expansion of catering service from our in-house cook to include four Network sites.

Network's Accounting Department's expansion kept in step this past year with the Organization's growth as the new accounting system, Microsoft Dynamics/NAV, integrated information successfully and provided new reporting and analysis capability.

As we plan for Network's future growth, we would like to take this opportunity to acknowledge the ongoing assistance and support 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 valued support and committed encouragement.

We would also like to extend our most sincere thanks and appreciation to all parents and families who have trusted Network to care for their children. Their confidence in our programs and services has been both impactful and crucial to Network's success.

As our Organization reflects on this past year, we at Network remain committed to child care delivery of the highest possible calibre throughout all our programs. Network was founded on strong principles, and we are proud to uphold those principles with excellence, responsibility, and integrity as we continue our commitment of service. A very warm and heartfelt thank you to Network's Board of Directors for their thoughtful insight and committed leadership as well as all the individuals and community partners who have contributed to Network's advancement over the past year!

Stan Smyer
President

Spyros Volonakis
Executive Director

2016 HIGHLIGHTS



Dane Ave Early Years Learning Centre opens

In partnership with the City of Toronto, Network opened a brand-new space at Dane Avenue in the Lawrence/Dufferin area. This much-needed Child Care Centre offers quality care for infants, toddlers and preschoolers and has a capacity of 62 children.



"How Does Learning Happen?" implemented

Extensive training was done around this new Ministry initiative and Network rolled out new Program Statements based on the principles of *How Does Learning Happen?* as required by the *Child Care and Early Years Act (2014)*.

On-site meals from our cook

Network's In-house catering service was expanded to a fourth location in 2016. Families are encouraged to offer feedback on the weekly menus which are seasonally-balanced and inclusive of family tastes and traditions.



Celebrating our 25th anniversary

Growing from humble beginnings with just a few Home Child Care Providers to today's large, multi-faceted Child Care organization, Network has maintained its commitment to quality care for children and reliable support for client families.



Microsoft Dynamics NAV

Upgrade to Network Accounting System

Microsoft Dynamics/NAV, was fully integrated with Network's Accounting process this year and continues to provide Network with timely, accurate, detailed reports, that strengthen our overall operations daily.

First aid training

Faced with regulations requiring higher-level First Aid certification specializing in infant and child emergency techniques for those working in child care, Network became a Red Cross Training Partner in 2016 with an in-house instructor and provided free courses to 210 Staff and affiliated Providers



YEAR IN NUMBERS

6,680
Professional training hours

16
Centre locations

42
Number of languages spoken

216
Number of staff

236,600
Hours of service delivered

80
Number of providers

900
Children served (in event childcare)

13
Community partners or committees

975
Children served (in HCC and CCC)

866
Child care spaces

2017 Initiatives

- Acquisition of new child care sites and expansion of Before and After School services
- Roll-out of Premises model for Home Child Care and increasing the number of active Providers
- Creation of new Network website with searchable locator map
- Re-designing Staff Compensation Packages
- Introducing the ADP platform for Staff's payroll

LOCATIONS


John St
Centre St
Steels Ave
Finch Ave
Bayview Ave
Yonge St
Bathurst St
Dufferin St
Keele St
Jane St
Sheppard Ave
York Mills Rd
401 Express
Don Valley Pkwy
Finch Ave E
Birchmount Rd
Kennedy Rd.
McCowan Rd
Ellesmere Rd
Lawrence Ave E
Eglinton Ave E
Kingston Rd
Lawrence Ave W
Eglinton Ave W
Weston Rd
St Clair Ave W
Spadina Rd
Cosburn Ave
Pape Ave
Danforth Ave
Gerrard St E
Bloor St W
Lansdowne Ave
Ossington Ave
College St
Dundas St
Queen St
King St
Gardiner Expy
A
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A Jubilee Early Years Learning & Child Care Centre
55 Emmett Avenue, Toronto, ON M6M 2E4
T: 416-248-1112
Supervisor: Francesca Santoro
jubilee@networkchildcare.com
Accepting toddler to school age

B Just Kids Early Years Learning & Child Care Centre
1695 Keele Street, Toronto, ON M6M 3W7
T: 416-653-9944
Supervisor: Barbara De Cicco
justkids@networkchildcare.com
Accepting toddlers to school-age

C Dane Avenue Early Years & Child Care Centre
120 Via Bagnato, Toronto, ON M6A 2S1
T: 647-207-5675
Supervisor: Michelle Arsenault
dane@networkchildcare.com
Accepting infants to pre-schoolers

D 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
Accepting toddlers and pre-schoolers

E Licensed Home Child Care Program (70 locations, Head Office)
756 Ossington Avenue
Toronto, ON M6G 3T9
T: 416-530-0722 ext. 231
Contact: Ana Baptista
ana@networkchildcare.com
Accepting infants to school-age

E Ossington Avenue North Early Years Learning & Child Care Centre (Group)
756 Ossington Avenue
Toronto, ON M6G 3T9
T: 416-530-7766
Supervisor: Megan Samanica
group@networkchildcare.com
Accepting toddlers and pre-schoolers

F 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
Accepting toddlers and pre-schoolers

G Child's Nest Early Years Learning & Child Care Centre
121 Cosburn Avenue, Toronto, ON M4J 2L1
T: 416-421-6984
Supervisor: Amanda Fulton
childsnest121@networkchildcare.com
Accepting infants and toddlers

H Child's Nest Early Years Learning & Child Care Centre
123 Cosburn Avenue, Toronto, ON M4J 2L1
T: 416-421-6984
Supervisor: Razia Ghani
childsnest123@networkchildcare.com
Accepting toddlers to school-age

I Holy Cross Catholic Elementary School Before & After Child Care Program
299 Donlands Avenue
Toronto, ON M4J 3R7
T: 416-421-6984
Supervisor: Maricris Jose
holycross@networkchildcare.com
Accepting kindergarten and school-age

J Metamorphosis Early Years Learning & Child Care Centre
40 Donlands Avenue
Toronto, ON M4J 3N6
T: 416-463-4429
Supervisor: Lisa Guarini
meta@networkchildcare.com
Accepting toddlers and pre-schoolers

K St. Aidan School Early Years Learning & Child Care Centre
3521 Finch Avenue East
Toronto, ON, M1W 2S2
T: 416-493-0500
Supervisor: Lei Wan
staidan.ely@networkchildcare.com
Accepting infants to pre-schoolers

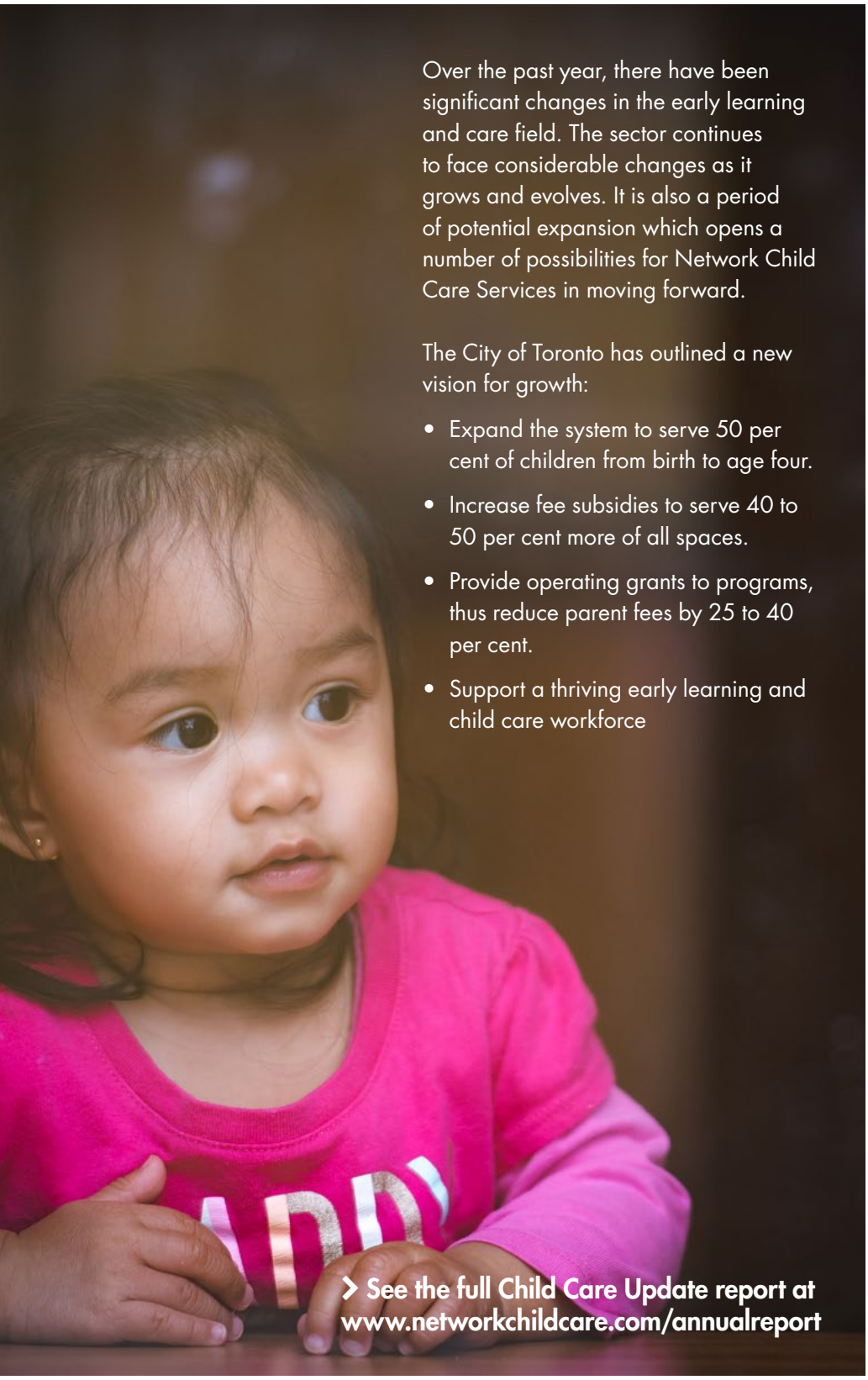
L St. Nicholas Early Years Learning & Child Care Centre
3840 Finch Avenue East
Toronto, ON M1T 3T4
T: 416-850-5652
Supervisor: Fei Huang
stnicholas@networkchildcare.com
Accepting toddlers and pre-schoolers

M St. Maria Goretti School Before & After Child Care Program
21 Kenmark Boulevard
Scarborough, ON M1K 3N8
T: 416-206-8374
Supervisor: Julia Farrugia
stmariagoretti@networkchildcare.com
Accepting kindergarten and school-age

N St. Agatha Catholic School Before & After Child Care Program
49 Cathedral Bluffs Dr.
Toronto, ON M1M 2T6
T 416-320-5807
Supervisor: Lei Wan
stagatha@networkchildcare.com
Accepting kindergarten and school-age

St. Gabriel Lalemant School Early Years Learning & Child Care Centre
160 Crow Trail, Scarborough, ON M1B 1Y3
T: 416-450-8665
Supervisor: Mariam Baroi
stgabriel.eyl@networkchildcare.com
Accepting toddlers and pre-schoolers

CHILD CARE UPDATE – EXCERPT FROM 2016/17 REPORT



Over the past year, there have been significant changes in the early learning and care field. The sector continues to face considerable changes as it grows and evolves. It is also a period of potential expansion which opens a number of possibilities for Network Child Care Services in moving forward.

The City of Toronto has outlined a new vision for growth:

- Expand the system to serve 50 per cent of children from birth to age four.
- Increase fee subsidies to serve 40 to 50 per cent more of all spaces.
- Provide operating grants to programs, thus reduce parent fees by 25 to 40 per cent.
- Support a thriving early learning and child care workforce

› See the full Child Care Update report at www.networkchildcare.com/annualreport

What's New?

- Increased funding levels – Federal and Provincial money for base, expansion, capacity and centre maintenance funding.
- Provinical funding for 100,000 new spaces over 5 years starting in January 2017 for children ages 0 to 4.
- Release of Ontario's Renewed Early Years and Child Care Policy Framework, 2017, based on 4 pillars (Affordability, Access, Quality, Responsiveness).
- Full Day Kindergarten is now fully implemented and before and after school programming for children 6 to 12 is mandatory on-site at schools where demand warrants.
- New regulations to support the *Child Care and Early Years Act, (2014)*.
- Continued additional wage enhancement funding.
- The City of Toronto is moving forward with a new funding model for licensed home child care as well as centre-based programs.
- A new Assessment for Quality Improvement scale for Before and After School programs will be introduced.
- Action on Best Start Child and Family Centres; a new model is to be implemented by January 2018.

TESTIMONIALS

"Thank you Lei for running & managing such a warm friendly centre. It's like a home away from home."
—Iris and Adam, parents

"The staff were great from the beginning and Chloe felt part of the family very soon. It was a relief to see her enjoy coming every day. Sometimes she would ask for the staff at home, or ask to come to daycare on the weekend. All this tells me that she really enjoyed being there."
—Linda, parent

"We could not be happier with the quality of care that Harriet has received from day one at Metamorphosis. Everyone shown a love and passion for their jobs…You have an amazing team."
—Julie, parent

"Recently I visited the beautiful and great country Canada. During my short stay in Toronto, I often used to drop in and receive Era from the School. I am really pleased. The way you take care of children is remarkable."
—Rakesh, grandfather

"From the day he started at Network, I've had the utmost confidence dropping Carver off every day that he's in the best hands we could hope for… The energy and love you guys have given him will last a lifetime."
—Shaunna, parent

"The infant room staff are so caring, nurturing, and loving. Leila is in good hands and we are so grateful for that. Your consistent follow up and professionalism are very much appreciated."
—Pegah, & Greg, parents

"Thank you so much for the tender care and guidance you have given Grant over the last 18 months. We want nothing more than for our son to be happy and it's been a joy to see him flourish at daycare and learn so much from you and the other teachers."
—Moe and Karen, parents

"Both Gabriel and I are so grateful that you were all willing to accept Lucas as he is, with all his strengths and weaknesses. From taking my calls (for a time almost every day because I couldn't drop him off nor pick him up after school but wanted to hear from you how he was doing) to enthusiastically sharing videos of his new gained skills, we truly do not have words to express the deepest gratitude we felt in entrusting Lucas (and his asynchronous development!) in your care. He has come such a long way in this last two years and I know for a fact that you all played a very important role in this."
—Renata & Gabriel, parents

"Pearl does an awesome job, she has an amazing way with children and she genuinely loves the kids and takes pride in what she does for them. I've never left Janiya one day with Pearl and walked away feeling worried. I always knew that Janiya was in the best care possible."
—Joyce, parent

FOCUS ON: WE ARE NETWORK





Founded 26 years ago on a desire to provide Toronto families with personalized, quality child care services, Network has focused on embedding a respect for diversity and a commitment to inclusion in all of its programs. Our staff and affiliated Home Child Care Providers come from a wide range of cultures and backgrounds, with many languages and celebrations in common with those of our client families and their children.

We believe that maintaining authentic, caring relationships with children builds a sense of belonging and well-being. By honouring all the experiences that children bring with them into care, we know that families feel respected and engaged. By hearing their songs, and sharing tastes and sounds from their home, we know that children feel comfortable fully expressing themselves.

When we listen, we learn.
When we share, we grow.



From top: Child's Nest, Dane Ave., Child's Nest

FOCUS ON: DANE AVENUE

In January 2017, Network Child Care Services began offering early years and child care at Dane Avenue Child Care Centre. Located in the Dufferin and Lawrence neighbourhood, this state of the art facility offers exceptional child care to 62 infants, toddlers, and pre-school children.

The fluid design of this brand-new centre allows for spacious rooms and facilities. It also maximizes the children's exposure to daylight and the Naturalized playground allows for imaginative outdoor play. Each of the care rooms contain extensive materials and dedicated play spaces. The centre includes a kitchen with a child-sized learning counter for children to take part in baking and learning activities.

The program is supported by 15 staff who offer a stellar environment to learn and to grow, based on the fundamentals from the Ontario Ministry of Education's *ELECT* framework and *How Does Learning Happen?* pedagogy, as well as the quality markers from the City of Toronto's *Assessment for Quality Improvement* (AQI).

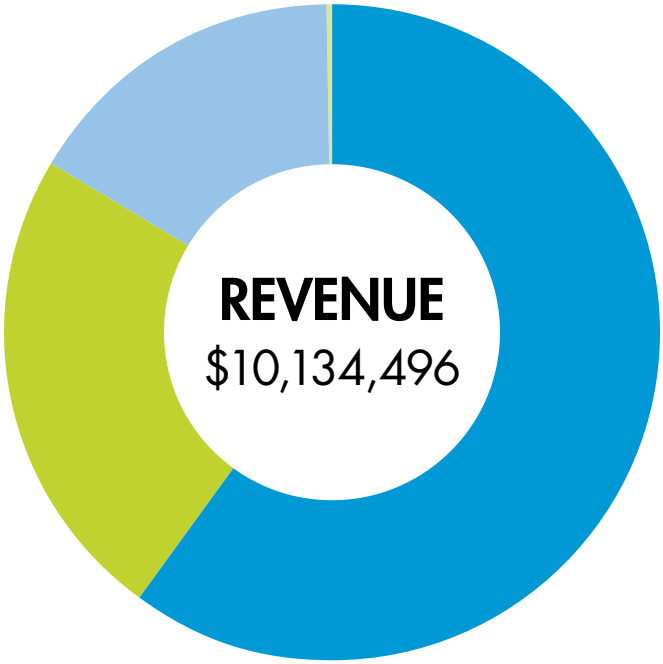


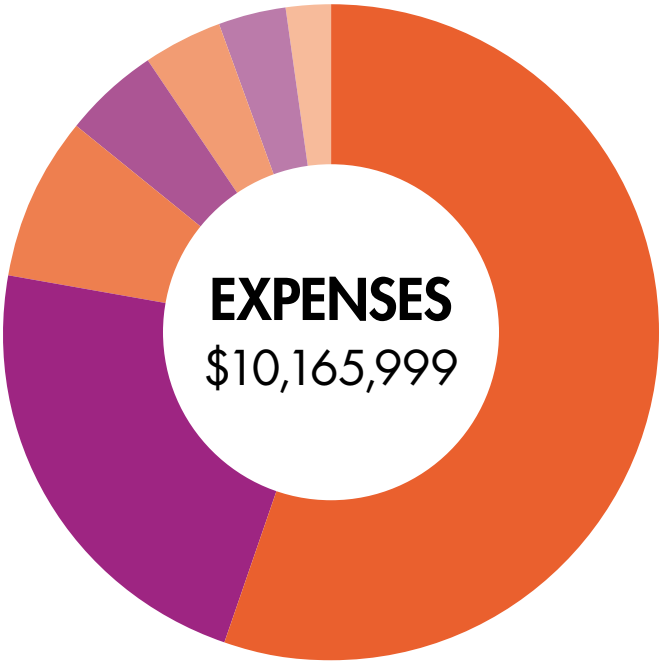




FINANCIALS

Year ending December 31, 2016





REVENUE

Subsidized Child Care Fees	60%	$6,103,819
Child Care Fees	24%	2,388,079
Grant Revenue	16%	1,638,524
Other Revenue	0%	4,074
Total Revenue		**$10,134,496**

EXPENSES

Salaries and Benefits	55%	$5,632,023
Provider Fees	23%	2,299,899
Occupancy Costs	8%	819,357
Food	5%	482,759
Program	4%	372,441
Office and Administrative	3%	348,470
Amortization	2%	211,050
Total Expenses		**$10,165,999**

Excess of revenue over expenses ($31,503)

Notes: Copies of financial statements audited by Ramesar & Associates CA Professional Corporation, may be provided upon request.

BOARD MEMBERS, ADVISORS AND COMMUNITY PARTNERS

Directors and Officers

President: Mr. Stan Smyer
Vice President: Mr. Stephen Males
Secretary: Ms. Gina Papadakis
Treasurer: Mr. Nick Tsimidis, CPA
Director: Ms. Aira Aitken

Executive Director

Spyros Volonakis

Advisors

Klever Clan Consulting Inc.
Interim Financial Executive & Financial Consultant
Hunter Consultants
BDO Accounting Company
Ms. Andrea Young, RD

Chartered Accountants (Auditors)

Ramesar & Associates Chartered Public Accountants

Legal Advisors

Iryna Iwachiw LL.B, LL.M
Filion Wakely Thorup Angeletti LLP
Dale & Lessmann LLP

Management Team

Jasmine Tia Aitken
Christina Katsigarakis
Maria Katsigarakis
Nadia Stirpe – Georgiou
Luis Varessis
Lei Wan

Community Partners and Funding Agencies

Ministry of Education
City of Toronto
Toronto District Catholic School Board
Home Child Care Association of Ontario (HCCAO)

Canadian Association of Exposition Managers
Canadian Child Care Federation
Coalition for Better Child Care
City of Toronto, District Child Care Advisory
City of Toronto, Every Child Belongs
Davenport Perth Neighbourhood Centre
The Four Villages Community Health Centre
Home Child Care Association of Toronto
Mothercraft College
Ontario Studies in Education (OISE)
Quality Early Learning Network (QELN)

Back Page Photo: Life Play at Aneela's Home Child Care

CONTACT US

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