

Resiliency





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 Child Care Services (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.

NETWORK'S COMMITMENT TO DIVERSITY AND INCLUSION

Network is committed to achieving and maintaining equity, respect, dignity and inclusiveness, in all of its activities. Network's objective is to welcome, support, recognize and honour the uniqueness of each and every individual who is part of the Network community. Network prides itself in embracing and respecting diverse backgrounds, values, and perspectives within its community and strives to create environments and spaces that are safe and comfortable and where everyone is accepted for who they are.

In support of those goals, Network:

- Strives to maintain equitable representation throughout its community.
- Honours and respects religious, racial, and cultural diversity and their intersecting identities.
- Insists on conduct that promotes mutual respect, inclusiveness, and equity for individuals of all race, ethnicity, gender, sexual orientation, class, age, religious beliefs and physical abilities.
- Seeks to enrich our understanding and knowledge of Indigenous perspectives and work towards implementing the Calls to Action issued by the Truth and Reconciliation Commission as applicable specifically to the education and care of children.
- Promotes accessibility by identifying, preventing and removing barriers in all our facilities, programs and services.
- Provides support and accommodation for students who may be experiencing a diverse range of social, emotional and physical health needs.
- Condemns all forms of racism including systemic, prejudice, stereotyping, racial profiling and micro-aggressions. Our commitment to diversity is reflected in Network's services, decision-making practices, culture and policies.

A LETTER FROM THE PREMIER



I am pleased to congratulate the members of

NETWORK CHILD CARE SERVICES

on the occasion of this organization's

30th Anniversary

*Over the years, the commitment of the members
of Network Child Care Services has helped to make your
community and our province a better place.*

*Congratulations again, and I wish you
many more years of success.*

Legislative Building, Toronto
September 1, 2021



A handwritten signature in black ink, appearing to read "Doug Ford".

Doug Ford
Premier

A MESSAGE FROM THE MAYOR

Network received the following from our City's Mayor; A welcome message for our Annual General Meeting, as well as Congratulations on our 30th Anniversary:



Message from the Mayor

It is my pleasure to extend greetings and a warm welcome to everyone participating in the virtual Annual General Meeting hosted by Network Child Care Services (Network).

I am pleased you have found a way to continue hosting your event while carefully following public health and safety guidelines.

Congratulations on your 30th anniversary. Network has a long and proud history of providing community-based programs and services centred on child care and early childhood learning for more than 1,600 diverse children and their families. Since the onset of the COVID-19 pandemic, children and youth have been affected particularly hard. It is always encouraging to see organizations like yours working hard to be able to provide the support to children and youth in need.

On behalf of Toronto City Council, please accept my best wishes for an informative and enjoyable event, and continued success.

Yours truly,

John Tory
Mayor of Toronto

BOARD PRESIDENT'S AND EXECUTIVE DIRECTOR'S REPORT



Children at Satellite Child Care Centre

Welcome to Network's celebratory 30th year in providing licensed, early years and child care services to families with young children in Toronto.

Thirty years ago, this past September, Network launched the beginning of what has become a child care organization which has provided dedicated, licensed and exceptional care, to thousands of children and families throughout Toronto.

We are extremely proud to report that with our measured growth and stability coupled with integrity and success, we have continued to meet the challenges and restrictions of this past year. The COVID-19 pandemic has brought about the need for everyone to be resilient and resourceful as we pivoted, became "virtual" and "met" each other in both new and unique ways. Personal protective equipment and physical distancing remain as part of the aftershock of this virus to which numerous loved ones were lost, including those among us at Network. All the while, Network has remained true to our values that every child is a unique individual and deserves the best child care program possible despite these incredible impediments and restrictions. There is no doubt that Network's continued success would not have

been achieved without the dedicated and tireless efforts of Network's talented Educators, Staff and affiliated Home Child Care Providers.

As we look back to Network's 2020 calendar year, which is a reflection of this Annual Report, a global pandemic was declared, and the World required a restructuring of how to move forward through this elusive and incredibly difficult challenge. Schools and child care sites were closed while we considered how as a society we would educate and support our children while remaining fearful of what the future months would bring. Slowly, the movement of everything to being "online" took hold, and Network too responded with instrumental creativity to keep everyone safe. Virtual learning, through every type of electronic device, became the realm of education and care, delivered in a positive and safe manner, to children throughout our Organization. Network's website and online portals brought hours of content which would delight, educate, and keep children happy while we waited out the many

months of uncertainty. As Spring 2020 turned to Summer 2020, the Ontario Government provided direction for licensed child care programs to begin reopening with stringent restrictions which Network met at every juncture. Gradually as the year came to a close, Network had welcomed many children and families back to “in person” care as the need for children to learn and grow in their newly defined “cohorts” became our new-normal in delivering child care. Network’s resilient and exceptionally resourceful Staff and affiliated Home Child Care Providers met these challenges with pride and determination ensuring they could provide high-quality care as safely as possible.

Network’s resiliency was also positively challenged during the year 2020, as Network invested in a number of capital projects to greatly improve the delivery of child care to several of its sites. Work began at Network’s Group, Just Kids and Jubilee Child Care Centres which received funding from the City of Toronto Children’s Services, to create Infant Care settings within these Centres. The Centres themselves also received necessary upgrades which successfully enhanced the child care environment for all children at these sites. Network also began the relocation of its Home Child Care Program Office, to be housed in the same building as Network’s Satellite Child Care Centre. This space offered the Staff a new venue from which to continue to support Network’s affiliated Home Child Care Providers. Finally, work also began at Network’s main office which had required many necessary renovations for many years. While many of Network’s Staff safely continued to work remotely during 2020, the main office space received an environmental overhaul which continued into the New Year.

As we plan for Network’s future growth in this new decade, we would like to take this opportunity to acknowledge the ongoing

assistance and support and express our deepest gratitude to the Ministry of Education, the City of Toronto Children’s Services, and the Toronto Catholic District School Board. Certainly, without the necessary funding which Network received from the City of Toronto Children’s Services, the capital projects, which were mentioned earlier, would not have been possible.

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, particularly during the most difficult pandemic which the World has experienced in a century. Their confidence in our programs and in our Educators has been both impactful and crucial to Network’s success as we navigated the year through 2020 into 2021.

Lastly, a very warm and heartfelt thank you to Network’s Board of Directors and Advisors 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! As our Organization reflects on this past year, we at Network remain steadfastly committed to delivering safe child care 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, resiliency, and integrity.



Stephen Males, Board President

A blue ink signature of Stephen Males, featuring a stylized 'S' and 'M'.



Spyros Volonakis, Executive Director

A blue ink signature of Spyros Volonakis, featuring a stylized 'S' and 'V'.

2020 HIGHLIGHTS



^ Opening of Bendale

Our Bendale Acres Child Care Centre officially opened in August 2020! This new centre services families in the Scarborough area. Similar to our St. Nicholas location, Bendale Acres is located within a long-term care home for Senior Citizens, continuing Networks support and involvement in intergenerational programs.

✓ Renovations commence at Head Office

Network began renovation work at our Head Office located at 756 Ossington Ave in Toronto in April 2020. Due to COVID-19, Head Office staff moved to working remotely and it provided the ideal opportunity to begin construction as it wouldn't be disruptive to our staff or visitors. This project has made our office a more modern and comfortable environment for employees and visitors.



^ Renovations commence across three Centres

Network began renovation projects in the Group, Jubilee and Just Kids Centres to add infant rooms, and other general upgrades to the physical space. Thus, expanding and improving our offering to more families and providing more child care spaces.



◀ Hiring of Communications Coordinator

Network hired a Communications and Special Events Coordinator, Agata Siczek. Agata's contributions have supported our Administrative and Management team and created competitive communication strategies to strengthen Network's presence in our community.

Begin plans for renovation of HCC office

Network started working with architects to begin planning the new location of our HCC office. From floor plans to strategic furniture choices, the vision for this new office had begun to formulate.

Implementation of EFT payments

Network successfully moved all its clients to a Pre-Authorized Debit system for paying child care fees. This has modernized Network by offering automatic and contactless payments for its families, removing the need for and risks of in-person cash handling, and simplified the process for our Accounting team.

✓ Network launches social media presence on Instagram and Facebook

With the addition of a Communications and Special Events Coordinator, Network now has the bandwidth to explore the potential benefits of digital marketing. Instagram and Facebook accounts were launched in May 2020 (@networkchildcare).



2020 YEAR IN NUMBERS



35.5
Training hours

19

Centre locations



45
Number of
languages spoken

87

Number of
Affiliated Providers



210,120
Hours of service delivered

211

Number of staff



1,050
Children served
in HCC and CCC

16

Community partners
or committees



1,645
Child care spaces

MAKING YOUR CHILDREN OUR PRIORITY FOR 30 YEARS

1991

Original logo



Network Child Care Services of Metropolitan Toronto Inc. begins operation with a Home Child Care Program.

1992

The Group Centre is licensed and opens to receive children.



1993

Network's Board of Directors pass the first By-laws for the Organization.



1994



Expansion of affiliated Home Child Care Providers in the west end of Toronto.

Satellite Centre opens to delight of families waiting for care.

1995

Network has long waiting lists for its programs and services.



City of Toronto begins amalgamation process.

2001

10th Anniversary: Network is a decade old!



2000



Music and Movement classes are launched at Network's programs.

1999

Network meets with community stakeholders on furthering quality child care goals.



Expansion of on-site child care at Trade Shows and Special Events.

1998



Family Consultants and Resource Teachers continue to support our growing group of Home Child Care Providers.

1997

Toy lending library in operation.



1996

Major upheaval in Child Care Sector – Network plans service delivery model that meets these challenges.



Official name change to Network Child Care Services.

2002



Annual Women's Symposium launched to explore issues important to women in the community.

2003

Wade Avenue Centre opens.

Home Child Care Providers from Victoria Day Care join Network.



2004



Metamorphosis Child Care Centre opens to neighbourhood acclaim in East End of Toronto.

2005

St. Nicholas Child Care Centre starts delivering much-needed service to North Scarborough.



The "Best Start" programs are launched throughout the City of Toronto.

2006



15th Anniversary.

Just Kids Child Care Centre joins Network, along with 15 Home Care Providers in the Keele area.

2011

Child's Nest opens as a newly renovated site at 121 Cosburn Avenue.



2012

Before and After School Care begins at Holy Cross Elementary School.



2013



Child's Nest's renovations at 123 Cosburn Avenue are completed and a beautiful new Centre is born!

2014

St. Maria Goretti and St. Albert are launched as new Before and After School sites.



2015



Network hires a Trainer to enhance its Continuing Education programs.

Network hosts the HCCAO's Annual Conference at the Novotel Hotel.

How Does Learning Happen? is launched as a resource model.

2016

Dane Avenue Early Learning and Child Care Centre is launched.



2021

Network Child Care Services celebrates 30 years of serving Toronto and the GTA.

Home Child Care office is renovated with a brand new workspace at 720 Ossington Avenue.



2020



Bendale Acres Early Years Learning & Child Care Centre opens, marking Network's 19th Child Care Centre in the GTA.

Capital Projects commence at Group, Jubilee and Just Kids to add infant rooms. Major renovations begin at Network's Head Office to upgrade workspace.

2019

St. Nicholas Early Years Learning & Child Care Centre is relocated and adds an infant room.



2018

Annunciation School and St. Victor Before & After Child Care Programs are added to Network's growing list of programs.



Lansing Early Years Learning & Child Care Centre opens its doors in North York.

2017

Network's website is revamped and launched.

Network releases a new logo.

Jubilee Early Years Learning & Child Care Centre opens its doors.

St. Agatha B&A School Program was launched in September 2017



2009

Network chairs HCCAO Annual Conference in Toronto.



2008



Full Day Early Learning initiative begins, based on province's "Early Learning for Every Child Today (ELECT)".

2007

St. Aidan Best Start Site opens in January of this year.



2020 TESTIMONIALS



Children enjoying bubble play at Satellite Child Care Centre

“Please accept my sincere gratitude for every smile you put on my child’s face, and for teaching to be patient, friendly, and caring. I cannot thank you enough for all the happy moments my son shared with you throughout your time together.”

—*Saba W., Parent from Metamorphosis Early Years Learning & Child Care Centre*

“The child care setup in Maria's home is amazing, she has a variety of toys and activities for the children to keep learning, plus Maria's home cooked meals are a delicious bonus.”

—*Vicky S., Parent with Provider Maria*

“My two daughters have been with the daycare for over two years and five months respectively and I am very confident in the services that the daycare provides. My older daughter is always happy to go to the daycare every day.”

—*Kehinde A., Parent from St. Aidan School Early Years Learning & Child Care Centre*

“My daughter enjoys the wonderful ambience and care by the incredible staff of St. Aidan. She was 9 months when she joined, now she is one year old. I can truly say that I am happy and feel safe to send my daughter to St. Aidan child care centre each morning.”

—*Emil J., Parent from St. Aidan School Early Years Learning & Child Care Centre*

“Sarah has been a wonderful child care provider to Zion. She takes very good care of her. When she's caring for Zion, she also tries to educate her by making her write numbers, letters and has her do some drawing and painting. She is a great caregiver.”

—*Parent with Provider Sarah St. Marie*

“During the daycare closure due to COVID-19, we enjoyed the Ms. Sophia music videos that Network offered on their website. I was also put at ease by the communication by Network’s Executive Director and by Toni, the centre supervisor.”

—Alyssa E., Parent at
Ossington Avenue South
Early Years Learning & Child
Care Centre (Satellite)

“Just Kids child care centre is very well-run and feels like a secondary family to our kids. The incredible staff cares for each child, paying attention to their growth and development, while creating a fun and safe environment. I can leave my kids here in confidence knowing that they will flourish as young individuals.”

—Parent at Just Kids Early Years
Learning & Child Care Centre

“We are so grateful to be part of the Network Child Care Family! My daughter, Azalia, has thrived so much at Bendale Acres. She is learning so much and continues to surprise me with new things she discovers with her teacher everyday. I see a huge difference in all her domains from the very first day she started in the toddler room. Thank you, Network Child Care, for having amazing staff and for having a positive vision for the children!”

—Stephanie T., Parent from Bendale Acres CCC

“Upon searching for a daycare in the midst of a pandemic I really thought there would be no hope finding somewhere accepting new enrolments. Thankfully, I was referred to Dane and the experience has been nothing short of amazing. My daughter has now been at Dane for 6 months and she loves it, she loves her teachers and her classmates, and I say this confidently, she has never had a bad day.”

—Sasha D., Parent at Dane Avenue Early Years
Learning & Child Care Centre

“Previously, every time we left him at school it was always difficult because he cried and never wanted to stay. Since he was in Holy Cross B&A care, those difficult times have ended for us. Now he is very happy every time I take him to the daycare in the morning and it’s amazing for me knowing that my child is well and happy. I only have good things to say about Holy Cross B&A.”

—Michelle B., Parent at Holy
Cross Catholic Elementary
School Before & After
Child Care Program

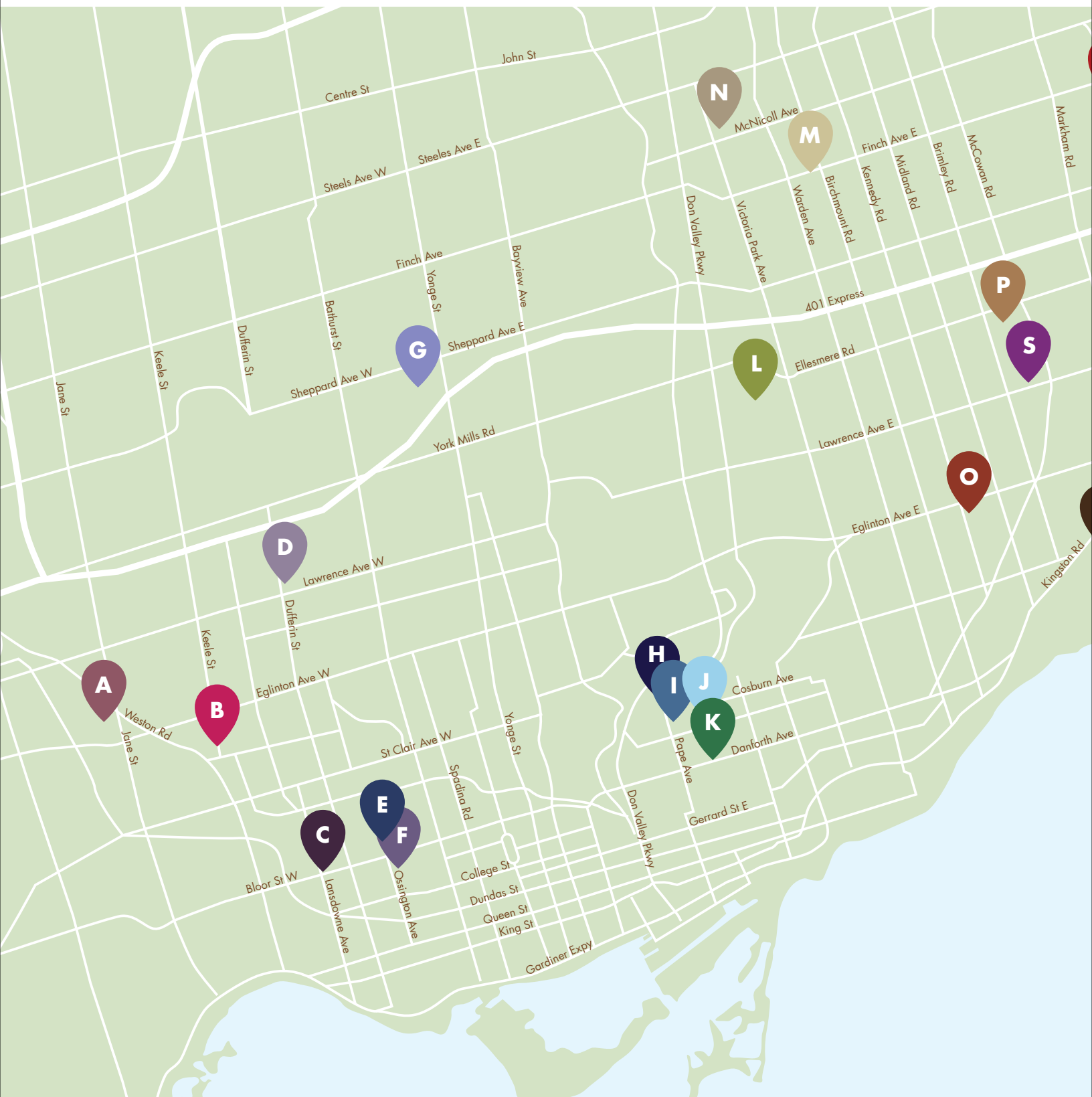
“We are thrilled with the level of care that our twin boys have received at Wade child care centre. Within only a few weeks of starting, they were hugging their teachers goodbye and talking about their new friends from school. Since then, we have seen them flourish in almost every way imaginable. They are learning so much, their language has progressed exponentially, and they are getting exposed to so many new experiences.”

—Brynn C., Parent at Wade
Avenue Early Years Learning
& Child Care Centre

“Ms. Cherrie and staff at Annunciation Before & After School Care took the time to understand each of my child's needs so they could provide the support needed. They are responsive in case of questions and keep me informed daily on their progress. They also go above and beyond to ensure they are happy and engaged.”

—Parent from Annunciation
Before & After School Care

LOCATIONS





A Jubilee Early Years Learning & Child Care Centre

55 Emmett Avenue, Toronto, ON M6M 2E4
T: 416-530-0722 Ext. 4019
Supervisor: Francesca Santoro
jubilee@networkchildcare.com
Accepting infants to pre-schoolers

B Just Kids Early Years Learning & Child Care Centre

1695 Keele Street, Toronto, ON M6M 3W7
T: 416-530-0722 Ext. 4037
Supervisor: Barbara De Cicco
justkids@networkchildcare.com
Accepting infants to pre-schoolers

C Wade Avenue Early Years Learning & Child Care Centre

544 Lansdowne Avenue
Toronto, ON M6H 3Y5
T: 416-530-0722 Ext. 4052
Supervisor: Dianne Soares
wade@networkchildcare.com
Accepting toddlers and pre-schoolers

D Dane Avenue Early Years Learning & Child Care Centre

120 Via Bagnato, Toronto, ON M6A 2S1
T: 416-530-0722 Ext. 4044
Supervisor: Cynthia Gonzalez
dane@networkchildcare.com
Accepting infants to pre-schoolers

E Licensed Home Child Care Program (85 locations, Head Office)

756 Ossington Avenue
Toronto, ON M6G 3T9
Supervisor: Lisa Guarini
T: 416-530-0722
Contact: reception@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: 416-530-0722 Ext. 4028
Supervisor: Megan Samanica
group@networkchildcare.com
Accepting infants to pre-schoolers

F Ossington Avenue South Early Years Learning & Child Care Centre (Satellite)

720 Ossington Avenue
Toronto, ON M6G 3T7
T: 416-530-0722 Ext. 4032
Supervisor: Jessica Calouro
satellite@networkchildcare.com
Accepting toddlers and pre-schoolers

G Lansing Early Years Learning & Child Care Centre

49 Bogert Avenue, Toronto ON M2N 1K4
T: 416-530-0722 Ext. 4059
Supervisor: Juvelyn Grospe
lansing@networkchildcare.com
Accepting infants to pre-schoolers

H Child's Nest Early Years Learning & Child Care Centre

121 Cosburn Avenue, Toronto, ON M4J 2L1
T: 416-530-0722 Ext. 4070
Supervisor: Amanda Fulton
childsnest121@networkchildcare.com
Accepting infants and toddlers

I Child's Nest Early Years Learning & Child Care Centre

123 Cosburn Avenue, Toronto, ON M4J 2L1
T: 416-530-0722 Ext. 4077
Supervisor: Razia Ghani
childsnest123@networkchildcare.com
Accepting toddlers to school-age

J Holy Cross Catholic Elementary School Before & After Child Care Program

299A Donlands Avenue
Toronto, ON M4J 3R7
T: 416-530-0722 Ext. 4078
Supervisor: Alicia (Wish) Baker
holycross@networkchildcare.com
Accepting kindergarten and school-age

K Metamorphosis Early Years Learning & Child Care Centre

40 Donlands Avenue
Toronto, ON M4J 3N6
T: 416-530-0722 Ext. 4087
Supervisor: Sally Pacheco
meta@networkchildcare.com
Accepting toddlers and pre-schoolers

L Annunciation School Before & After Child Care Program

65 Avonwick Gate
Toronto ON M3A 2M8
T: 647-289-8728
Supervisor: Cherrie Mingyu Li
annunciation@networkchildcare.com
Accepting kindergarten and school-age

M St. Aidan School Early Years Learning & Child Care Centre

3521 Finch Avenue East
Toronto, ON, M1W 2S2
T: 416-530-0722 Ext. 4092
Supervisor: Stephanie Chung
staidan.eyl@networkchildcare.com
Accepting infants to pre-schoolers

N St. Nicholas Early Years Learning & Child Care Centre

1020 McNicoll Avenue
Toronto, ON M1W 2J6
T: 416-530-0722 Ext. 4095
Supervisor: Fei Huang
stnicholas@networkchildcare.com
Accepting infants, toddlers and preschoolers

O St. Maria Goretti School Before & After Child Care Program

21 Kenmark Boulevard
Toronto, ON M1K 3N8
T: 416-206-8374
Supervisor: Nahida Akter
stmariagoretti@networkchildcare.com
Accepting kindergarten and school-age

P St Victor School Before & After Child Care Program

20 Bernadine Street, Toronto ON M1P 4M2
T: 647-289-7259
Supervisor: Anushi Jay
stvictor@networkchildcare.com
Accepting kindergarten and school-age

Q St. Agatha Catholic School Before & After Child Care Program

49 Cathedral Bluffs Drive
Toronto, ON M1M 2T6
T: 416-320-5807
Supervisor: Vanessa Sterling
stagatha@networkchildcare.com
Accepting kindergarten and school-age

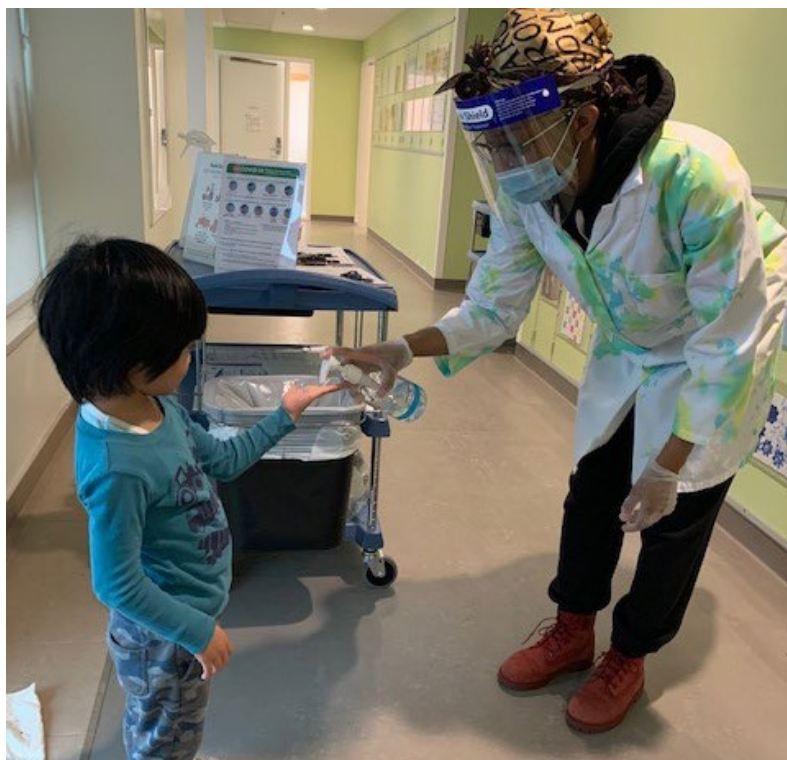
R St. Gabriel Lalemant School Early Years Learning & Child Care Centre

160 Crow Trail, Toronto, ON M1B 1Y3
T: 416-530-0722 Ext. 4056
Supervisor: Mariam Baroi
stgabriel.eyl@networkchildcare.com
Accepting toddlers and pre-schoolers

S Bendale Acres Early Years Learning & Child Care Centre

2920 Lawrence Avenue East
Toronto, ON M1P 2T8
T: 416-530-0722 Ext. 4108
Supervisor: Jenny Chan
bendale@networkchildcare.com
Accepting infants to pre-schoolers

A LOOK BACK ON 2020 & COVID-19



Screening station at Bendale Acres Child Care Centre

In January 2020, the media began to report on the emergence of a dangerous new virus. Gradually, the World Health Organization (WHO), who's primary role is to direct international health within the United Nations' system and to lead partners in global health responses, began to raise concerns about the spread of the virus. By early March the WHO declared COVID-19 a global pandemic and life as we knew it was irrevocably transformed.

As with all daily activities and operations, Network Child Care Services (Network) was confronted with the need to take immediate measures to ensure the safety of its community.

In the middle of March, in accordance with the directions of the Ministry of Education and the City of Toronto Children's Services and Toronto Public Health, Network was obliged to suspend all its programs and services due to the outbreak of COVID-19. This decision impacted Network and hundreds of other child care operators around the city leaving nearly 80,000 children without care. The initial hope was that Network's operations would be

suspended for a short period of time but gradually everyone came to realize that the closure would extend for a much longer period.

Additionally, with the guidance and support from its Board of Directors, Network's management had to implement a policy where all administrative staff would work from home or go on administrative leave until it was safe to return to work. This quickly became our new reality and was a difficult decision that Network did not take lightly.

Although services to our Families were suspended, Network wanted to provide support in the safest way possible. Staff worked diligently and tirelessly to enhance Network's online platform and create a **Family Resource portal**. This portal was accessible through our website and families were able to view various resources such as pre-recorded, interactive "Music and Movement", reading, art and design video sessions to support the



new “learning from home” model. Network also initiated regular communications with its Families, Educators, Staff and affiliated Home Child Care Providers, so that it could share information and updates on all the various measures that were being introduced by both the federal and the provincial governments. Centre Supervisors and Home Child Care Consultants maintained contact with families and affiliated Home Child Care Providers directly over the telephone or virtually to extend any support and respond to any inquiries.

At the end of May 2020, Ontario and Ottawa reported that the severe COVID-19 restrictions would begin to be lifted on a very gradual basis. That meant that Network had to undertake intense and significant training in relation to the wearing and implementation of personal

protective equipment (PPE), physical distancing measures in the child care environment, extensive new cleaning procedures and practices, and education on all policies and safety measures related to managing COVID-19. By the end of June 2020, it was determined that child care centres could resume “in person” care with strict capacity limits. It was evident that going back to work for Network staff would be fundamentally different in many aspects.

To support Network’s various emergency measures, its Human Resources Manager struck a Staff committee with representatives from all its divisions. Its specific mandate was to brainstorm, consult and determine the needs of all employees. Similarly, the Home Child Care Division organized an affiliated Provider “Town Hall” meeting to identify the needs and requirements for the reopening of Home Child Care locations.

In conjunction with the Human Resources Committee and the Home Child Care Division, Network’s Management worked with an external consultant to formulate a comprehensive reopening plan, which was then presented to Staff and affiliated Home Child Care Providers through various “Town Hall” meetings.

Network’s affiliated Home Child Care Providers began to reopen very gradually in July 2020. Care at Network’s Centres also resumed at a reduced capacity over the same period. With the return to “in person” learning in school during the month of September 2020, Network continued to ensure that all health and safety measures were strictly adhered to at all times.

Throughout 2020, all staff worked diligently to ensure that Network’s Child Care Centres and Home Child Care locations adhered to the strict public health measures, as mandated by the Government agencies including limits on capacity, and enhanced screening and cleaning. They all received the necessary training on the COVID-19 Guidelines, the enhanced policies and procedures, and the use of personal protective equipment PPE to ensure the safe return of the children.

The Network Community – Families, Staff, Educators, Managers, and affiliated Home Child Care Providers –are to be commended for their resiliency, unwavering support and commitment to ensuring the safe operation of its child care services.



Programming at Bendale Acres Child Care Centre while adhering to COVID-19 health & safety guidelines



2021 INITIATIVES



Photos from Group & Just Kids Child Care Centre upon completion of Capital Projects.

- Network to see completion of renovations and licensing of all upgraded child care Centers & Head Office. These upgrades will add more child care spaces to our centres, as well bring a rejuvenated and modernized look to our administrative office.
- Complete relocation and begin renovation of HCC office located above Satellite Centre. Our goal is to have this renovation complete before the year end and establish a modern, comfortable working environment for our HCC staff.



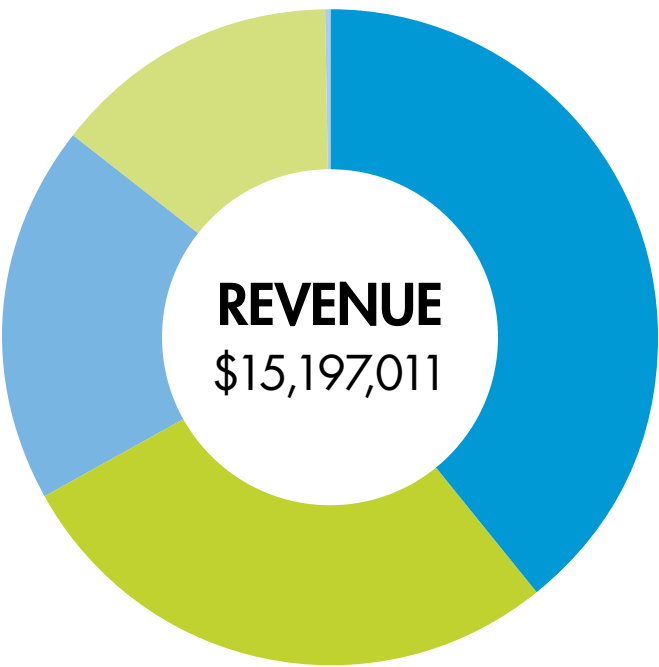
- Network to begin implementation of Storypark app. Employing a child care app that would improve communication and family engagement has been a goal for Network for some time. With the challenges of COVID-19, now is the ideal time to implement a tool such as Storypark to better serve our families and empower our educators.



- Integrate digital COVID-19 screening across organization. In a year of immense change and new policies, Network aims to implement virtual COVID-19 screening across the organization. This digitization will reduce paperwork, increase staff availability and greatly improve efficiency when screening our children and staff.
- Re-certify all child care staff in First Aid. Due to COVID-19 restrictions, Network was unable to hold events of any kind, including First Aid/CPR training, elements of which much be conducted in person. Network hopes to complete an organization-wide recertification of Standard First Aid and CPR Level – C/ AED.
- 2021 will be significant year for Network, as it is our organizations 30th year! This is a tremendous accomplishment for any organization, and Network will mark this occasion in the safest way possible within COVID-19 considerations.

FINANCIAL HIGHLIGHTS

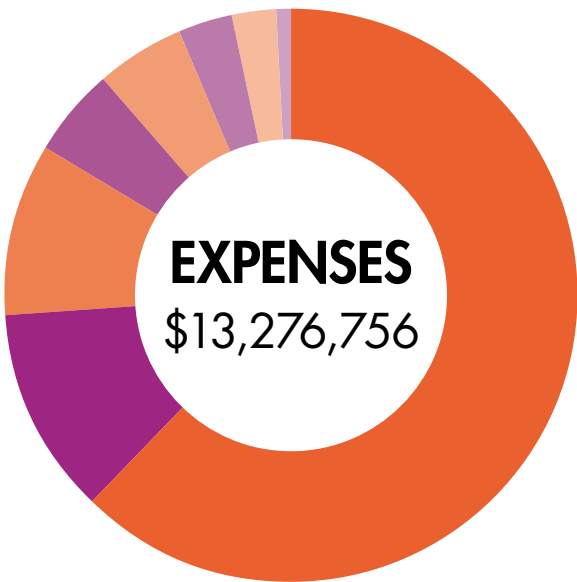
Year ending December 31, 2020



REVENUE

• Grant Revenue	39.2%	\$5,961,700
• Subsidized Child Care Fees	27.7%	4,215,810
• Other Funding	18.7%	2,843,174
• Child Care Fees	14.1%	2,141,004
• Other Revenue	0.2%	35,323

Total Revenue **\$15,197,011**



EXPENSES

• Salaries & Benefits	62.3%	\$8,276,830
• Provider & Contractor Fees	11.8%	1,560,834
• Occupancy Costs	9.7%	1,291,956
• Program	5.0%	664,724
• Office & Administrative	4.8%	641,012
• Food	3.3%	431,789
• Amortization	2.3%	309,611
• Other Expenses	0.8%	100,000

Total Expenses **\$13,276,756**

Revenue Over Expenses **\$1,920,255**

Note: Copies of financial statements audited by KRP LLP Chartered Professional Accountants, may be provided upon request.

STAFF MEMBERS

Nasra Abdi
Aziza Abdulaziz
Marlon Agard
Lee Li Nee Agnes
Jasmine Aitken
Zewditu Akele
Mosa Nazma Akter
Nahida Akter
Maria Alberga
Isabel Alvarez
Roshini Arithas
Sabicca Arumuganathan
Sangita Aryal
Nasreen Asif
Hana Abebe Ayalew
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Runi Bagom
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