

REFLECTING ON

Another Year of Excellence

2024-25 ANNUAL REPORT



FAMILY
DAY

Reflecting on Another Year of Excellence

A message from our Board Chair and CEO

As we consider the strong overall results and milestones of 2024-25 and chart our course for the future, we have much to reflect on and celebrate. Together with our families, employees and partners, we have navigated opportunities and challenges; the spirit of shared commitment is what propels Family Day forward. Serving and supporting our families and communities is at the heart of everything we do; it's what makes our organization strong.

In this post-pandemic environment, we continue to move forward with momentum, we have proven that we are well-positioned to be nimble, innovative and creative, no matter what lies ahead.

Our achievements are strongly aligned with our Strategic Plan; they also underscore the passion and dedication of everyone at Family Day.

We mentioned a year of strong results and milestones: one of those milestones was celebrating half a century of licensed home child care.

In 2024-25, Family Day remained deeply connected with the communities we serve. Our outreach efforts are highlighted throughout this report, including volunteering, fundraising, and numerous partnerships. We provided resources, training, and support to empower our teams; created and developed specialized programs to engage our children and families, and worked within our sector to collaborate and share our perspectives and to advocate for a strong system of early learning that makes communities thrive.



[Signature]

Melissa Banfield
Board Chair



[Signature]

Diane Daley
CEO

Together, we have created a legacy of growth and resilience. Through our collaboration and partnerships, we are not only supporting our communities but also empowering the next generation to thrive in an ever-evolving landscape.

A special thank you to our strong and dedicated Board members for their leadership. Thank you to our Management teams and frontline staff for what we have accomplished together.

As we move forward, we are mindful of challenges and opportunities. We will continue strengthening relationships and working together to navigate those challenges, just as we have before. At Family Day, it's about fostering and nurturing relationships, strong commitment and visionary leadership today, tomorrow and for years to come!

Family Day Board and Management

BOARD OF DIRECTORS

Chair: Melissa Banfield

1st Vice-Chair: Maura Dyer

2nd Vice-Chair: Rafeena Rashid

Treasurer and Secretary: Joe Cacioppo

Past Chair: Jackie Chavarie

Tracy Abel • Diane Daley • Summer Danakas
Karen Engel • Tyne Gatten • Ryan Jones
Martha Lee-Blickstead • Sathees Ratnam
Kathryn Underwood

ADVISORS

Dr. Alana Butler • Gail Hunter • Natalie Royer

SENIOR MANAGEMENT TEAM

Chief Executive Officer: Diane Daley

Director, Programs: Christine Verzini

Director, Corporate Services: Karim Bhimji

MANAGEMENT TEAM

Matthew Hayes • Basma Jubran • Frances Lesick
Nicole Lewis • MaryLou Maher • Issa Marie Mendoza
Elly Morshedi • Dan Murack • Linda Saad • Lisa Shortall
Lianne Terry • Mollie Zebedee

Our Vision

A society where all children, families, and communities thrive.

Our Mission

Championing excellence in inclusive early learning, child care and family support services.

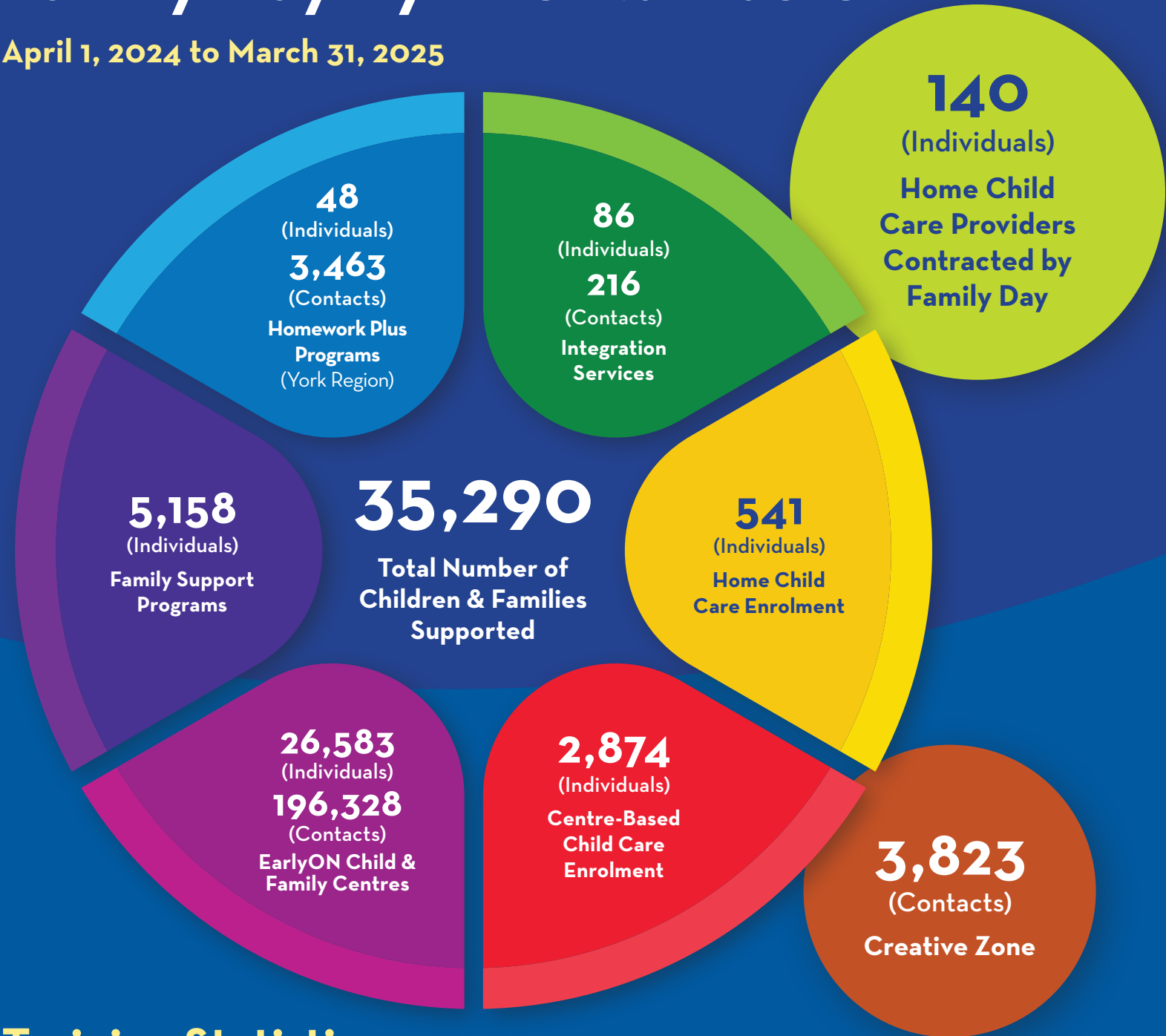
Guiding Principles

- Put children, families and communities first
- Authentically lead diversity, equity and inclusion
- Inspire, challenge and support one another to thrive
 - Be passionate and creative early innovators
 - Purposefully strengthen and expand our impact
 - Champion the success of our sector, together

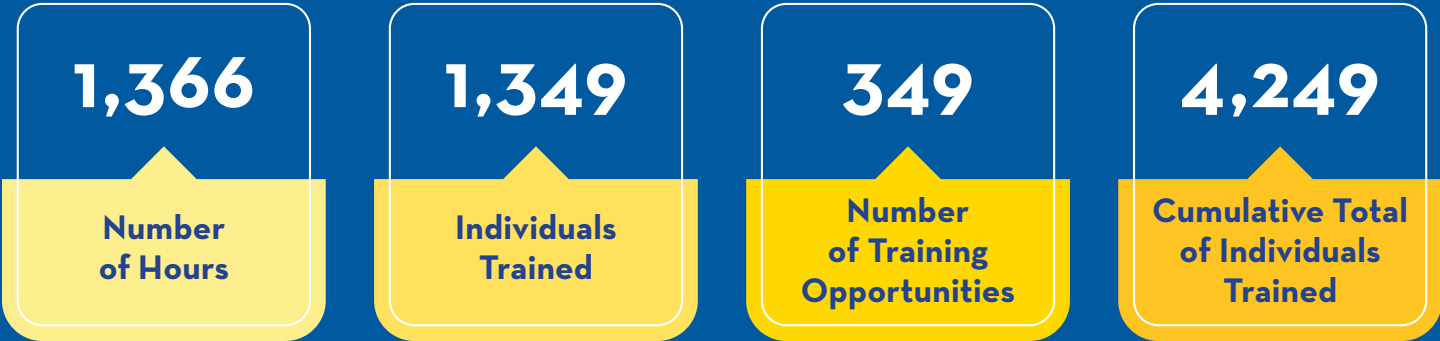
For countless families, Family Day is the only way!

Family Day By The Numbers

April 1, 2024 to March 31, 2025



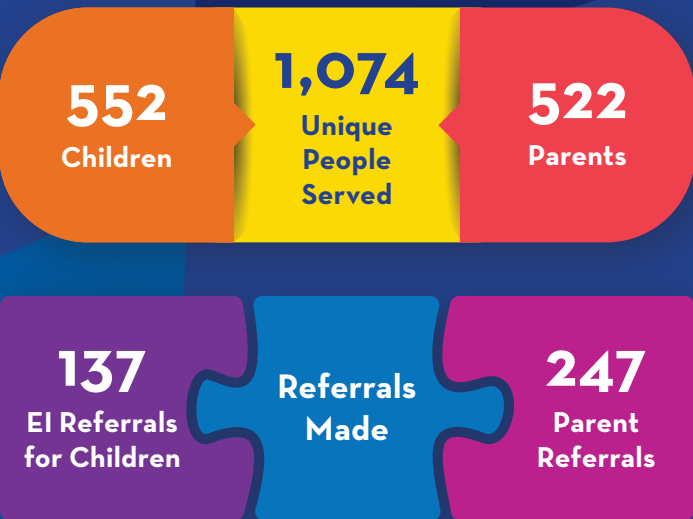
Training Statistics



Human Resources



Family Support Workers



Communications & Marketing

Publications



Social Media





Reflecting on the progress we have made to realize our Strategic Objectives

Approved in 2023, our Strategic Plan reflects our philosophy as a family-centred early learning and child care provider, which seeks to strengthen the relationships among children, families and communities for the benefit of society. Family Day uses evidence-based approaches to promote the best possible outcomes that we know support families and children to thrive. Today, we are pleased to report on our success as we continue to prioritize these strategic objectives.

Strategic Objective #1: Provide innovative, quality early learning, child care and family support services.



Our **2024 Parent Survey** garnered overwhelmingly positive responses from over 500 families. The valuable insights parents shared will help with opportunities for future growth.

Addressing and responding to the needs and priorities of the communities we serve, EarlyON Centres collaborated with Diversity/Equity/Inclusion leaders and advocates to continue expanding and developing customized programs for under-represented groups.

As a call to action and to learn about the impact of wait times on the Canada Wide Early Learning and Child Care (CWELCC) plan, the Innovation Centre reached out to more than 1,000 parents on our waitlist.

Three new Before & After School programs opened in Toronto; we also offered and supported a range of customized programs for underrepresented EarlyON families.

Reflecting on the Importance of Outdoor Education

In October 2024, the 5th annual Open Doors event, Get Out & Move for Family Day was held at the Kortright Centre for Conservation.

Set against the vibrant backdrop of an autumn forest, children and families from Family Day programs, our staff, caregivers and their families came together for a memorable celebration of nature, connection and community.

With nature-based activities designed to spark curiosity, creativity, and meaningful outdoor interaction—from hiking and drumming circles to crafting seed balls to creating with clay—there was something for everyone.

Get Out & Move 2024 set an attendance record. More than 920 participants (a 40% participation increase over 2023) shared stories, laughter, learning and fostered lasting memories.

Without the generosity and support of corporate sponsors, this event would not have happened. We are truly grateful to them for helping us bring this day to life!



Reflecting on 50 Years of Licensed Home Child Care

As we celebrated 50 Years of providing Licensed Home Child Care, we also actively engaged in community networks and committees to contribute sector expertise and advocate for solutions to systemic barriers that impact families and the child care sector workforce.

In June 2024 at Markham's Hilton Hotel, the Family Day Senior Management team and 120 Family Day caregivers from across Peel, Toronto and York celebrated this significant milestone in the early learning sector.

Author and Early Learning Consultant Jill Javelosa facilitated a dynamic presentation ("Hats Off to Home Child Care Providers"), highlighting the myriad of roles licensed home child care providers play and recognizing their extraordinary dedication and commitment.



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Strategic Objective #2:

Be the place people want to work.

In our ongoing efforts to become an employer of choice in the GTA, we launched the 2024 Employee Survey. We reached out to 700+ Family Day team members who shared valuable insights and inspired us to continue fostering, collaborative, and safe work environments.

A contribution review process for unionized employees offered self-reflection and goal-setting assessment tools.

We invested in our employees by implementing Leadership Training for all supervisor and management team members and offered professional development opportunities.

Recognizing our employees for the amazing work they do—both in the workplace and our communities—continued to be our practice. Also, an ‘Innovative Idea Box’ was implemented to support employee engagement and improve communication.

70 new employees attended ‘Welcome to Family Day’ orientation as part of their onboarding experience. Participants learned about the overall organizational structure, programs, career opportunities, our Strategic Plan, our culture, and our commitment to Diversity, Equity, and Inclusion (DEI).

We developed customized training opportunities to support high-performing teams for Management, Supervisors, Home Child Care Coordinators, Integration Services Coordinators, Child Care Service Coordinator, and Pedagogical Mentors.

In support of our robust efforts to increase Outdoor Education, an Outdoor Survey was conducted to gauge employee knowledge, attitudes and practices. Furthermore, we also provided resources, supports and opportunities to encourage employees to get outside and better understand the benefits of being outdoors.

A bus-and-billboard advertising campaign to promote our Total Rewards package was rolled out, and “Perkopolis” was launched to provide exclusive employee perks. We also demonstrated our commitment to supporting the overall well-being and lifestyles of our employees. As well, we continued to seek out Professional Learning opportunities to raise Family Day employee profiles.



Reflecting on Respect in the Workplace

Mandatory ‘Respect in the Workplace’ training was offered to all employees; a poster was created and produced to reinforce this training. A post-training survey was conducted to evaluate the impact with participants. Leaders and frontline staff working in EarlyON Programs located in Peel Region completed professional DEI training, showcasing Family Day as a leader and advocate for Diversity, Equity and Inclusion within the sector.

Reflecting on our 2024 Leadership Retreat

Facilitated by Mitchell Consulting and our own Lisa Shortall (Pedagogical Support), the objectives of the 2-day 2024 Leadership Retreat comprised of touring the science of collective and individual well-being, self-assessment, communication styles and simple resources and practical tools to support oneself and others. Participants also assessed SWOT (strengths, weaknesses, opportunities and threats) analysis, discussed how to prepare for the next working year, and how they wanted to work together. This was also an opportunity to recognize each other as a strong leadership team and celebrate our wins.



Strategic Objective #3:

Be a thought leader and advocate in the early learning sector.

We are proud to highlight some of our thought leadership efforts:

- Met with the Ministry of Education to advocate for operating costs to support workforce under the new cost-based funding; informed the government on its impact on operators.
- Participated in the National Panel for Outdoor Play conference in Newfoundland, member of federal table Building Blocks for Child Care (B2C2), Atkinson Centre committee member, advisor to Strong Kids Strong Minds Make the Connection Training
- Attended the Annual Home Child Care Conference in Waterloo, collaborating with Ontario Home Child Care partners; led strategic conversations on a national level related to CWELCC, best practices, new initiatives and better promotion of Home Child Care by our government; in conjunction with finance leaders from other agencies, participated in the Community of Practice group on the new CWELCC funding formula.
- Participated in HighScope Canada Conference, where pedagogical resources and training opportunities are shared, as well as attending the Life Long Learning Institute for The Foundations and 6 Building Blocks of Diversity, Equity and Inclusion and Leading with Empathy.
- EarlyON Child and Family programs partnered with York Region on the Hospital for Sick Children Infant and Early Mental Health Promotion (IEMHP).

Through numerous collaborations with sector partners, we led strategic conversations to address ongoing CWELCC funding challenges, shone the spotlight on underrepresented voices and emerging needs in the sector, and advocated for the benefits of outdoor education and its connection to nature and land-based teaching.

Reflecting on Learning Language and Loving It

Family Day Educators from across the organization chose to participate in the Learning Language and Loving It training series: a 14-week commitment comprised of eight online classes and six video feedback sessions.

With a focus on teaching evidence-based strategies that engage children and help enhance learning, Learning Language and Loving It garnered enthusiastic comments from our 22 participants, such as:

“I learned to focus more on observing and waiting, allowing children to take the lead in interactions. Instead of initiating topics during playtime, I now wait for a child to express interest and then comment on their actions, fostering more engaging and responsive dialogue. This shift aligns with the program’s emphasis on becoming attuned to children’s interests and adjusting communication strategies to support their language development.”

Reflecting on the HighScope Annual International Conference

The Family Day Pedagogy Team and a passionate group of supervisors jumped at the opportunity to virtually participate in the HighScope International Conference.

Providing a platform for learning, networking and discovery, this hybrid event was hosted in HighScope’s hometown of Ypsilanti, Michigan, and virtually on their innovative HighScope Media platform. The 2024 theme, ‘Rallying Around Developmentally Appropriate Practice’, continues to reinforce HighScope’s commitment to high-quality, equitable early childhood education.

Grateful participants engaged in a variety of workshops and connected with like-minded educators from around the world. Feedback was positive:

“The workshops were more than informative they were transformational.”
“I walked away reflecting on every word I say to children, families, and educators”.



Strategic Objective #4:

Share our inspirational story.

- Home Child Care and EarlyON participated in a York Region video (underscoring the value and importance of both programs), produced to be shared on social media and the York Region website.
- Keynote remarks to Seneca College graduates about leadership in the RECE field, highlighting Family Day as an employer of choice.
- Created a promotional video for the Open Doors event.
- Launched a social media and Post Card Campaign during the Federal Election encouraging families to write to their MP and share why the \$10 a day Child Care Plan is important and show their support by voting.

Reflecting on our Commitment to EarlyON

Peel EarlyON took part in a Region of Peel promotional video aimed at new ECE graduates, showcasing its unique pathway for RECEs.

Watch the video by scanning the QR code or visiting: youtube.com/watch?v=aeFLJ7pBJW8





“I will be forever grateful for the care, kindness, and learning my children have received at Family Day.”

Strategic Objective #6:

Grow our impact and revenue

As we continue to seek out new opportunities for expansion, we also seek to maximize our licensed capacity and ensure we continue to receive value for money from our current vendors.

A bid for a new Toronto child care centre offering care for 62 children aged 0 to 5 years was submitted; bid approval was granted for 10 new licensed child care services homes in Peel Region; five additional homes were approved for Toronto.

\$1 million of additional year-end funding (to mitigate identified funding pressures) was successfully negotiated with Peel Region.

After a careful review of under-enrolled programs, two were closed, which made it possible to relocate staff to open programs with lengthy waitlists.

To maximize cost savings, benefits from incentives and cashback programs, enhanced customer service and improved billing processes, we transitioned to a preferred Food Vendor, resulting in reduced food costs and better access to food inventory to meet specific program needs.

Strategic Objective #5:

Enhance the efficiency and sustainability of our infrastructure.

To help create a more secure workplace, ‘Know Be 4’, a comprehensive IT Security Awareness Training program was launched.

To bolster defences against cyber risk, we invested in robust efforts, including information sessions about improved security measures, cyber insurance, Artificial Intelligence (AI) technology, backup recovery plans and staff security awareness conducted by our IT Supervisor and Network Administrator.

Our new vendor creation process was strengthened, cheque fraud mitigation was implemented, and additional, enhanced controls of electronic funds transfer (EFT) payment files were installed to reduce the risk of cyberattacks.

The CRM/Parent Portal was enhanced to provide a better user experience.

A full Information Operations Review was conducted, including the mapping out of Current and Future State Visioning.

A 3-year and 3 to 5-year plan were developed to move Family Day information technology forward; an IT Strategy working group was also established.

Reflecting on our CRM/Portal

In 2023, Family Day’s strategic objectives to innovate and enhance services to families triggered the launch of the Child Information Management Portal.

Featuring ‘real time’ access to waitlists, program registration, billing and child information, the portal provides a range of paperless options and flexibility for parents 24/7.

Staff can create customized reports, update enrolment, manage waitlists, data collection and financial reconciliations. With easy access to tip sheets, training links, support, resources and quick-reference guides, the portal offers endless potential; we are continuously looking for ways to expand, enhance and improve this tool.



Reflecting on the Family Day 2024 Employee Engagement Survey



• Our survey also yielded a high 'completion rate' (the percentage of respondents who fully completed the survey, compared to the total number who started the survey but did not finish it). The higher the survey completion rates, the higher the level of engagement

- Happy employees are responsive employees, and in general, **95%** fall into that category
- **93%** feel their work environment is safe, secure and they feel comfortable reporting concerns
- **98%** say they have a clear understanding of what is expected from them
- **Close to 95%** feel their manager/supervisor treats them with respect

The Family Day Senior Management team thoroughly read the entire survey, made note of every concern, and are strongly committed to exploring ways to ensure Family Day is an even better place to work, grow and develop—for everyone!

In October 2024, our organization-wide survey yielded candid, robust, and constructive feedback.

With a focus on workplace safety, security, accessibility and inclusivity, as well as personal career development and compensation, here are some highlights:

- **82%** completed the survey in its entirety (according to industry statistics, a response rate above 50% is considered exceptional)



**553
Families**

participated in this year's
survey from both our
Child Care and Homecare
programs serving
children 0-12

Highlights and Comments from the 2024 Annual Parent Survey

96%

Of families would
recommend Family Day
programs to family
and friends.

86%

Of families reported being
aware of the Canada Wide
Early Learning Child Care
Plan (CWELCC) and over
80% felt this provided a
significant financial savings
to them and their families.

93%

Of participants said
they had signed up on
the Parent Portal and
89% reported feeling
comfortable using it.

95%+

Of families were aware
that Family Day supports
a strong commitment
to Outdoor Learning/
Education in all seasons.

What our Families Say:

"As a parent, it's important to
feel a deep sense of trust with
the daycare chosen for their kids,
and I feel that with the
Armadale staff, I never
have to worry!"

"As a single parent, your
program has enabled me to
maintain financial stability by
my being able to work before
and after school."

"They would not be who they
are now without such a loving
and talented team."

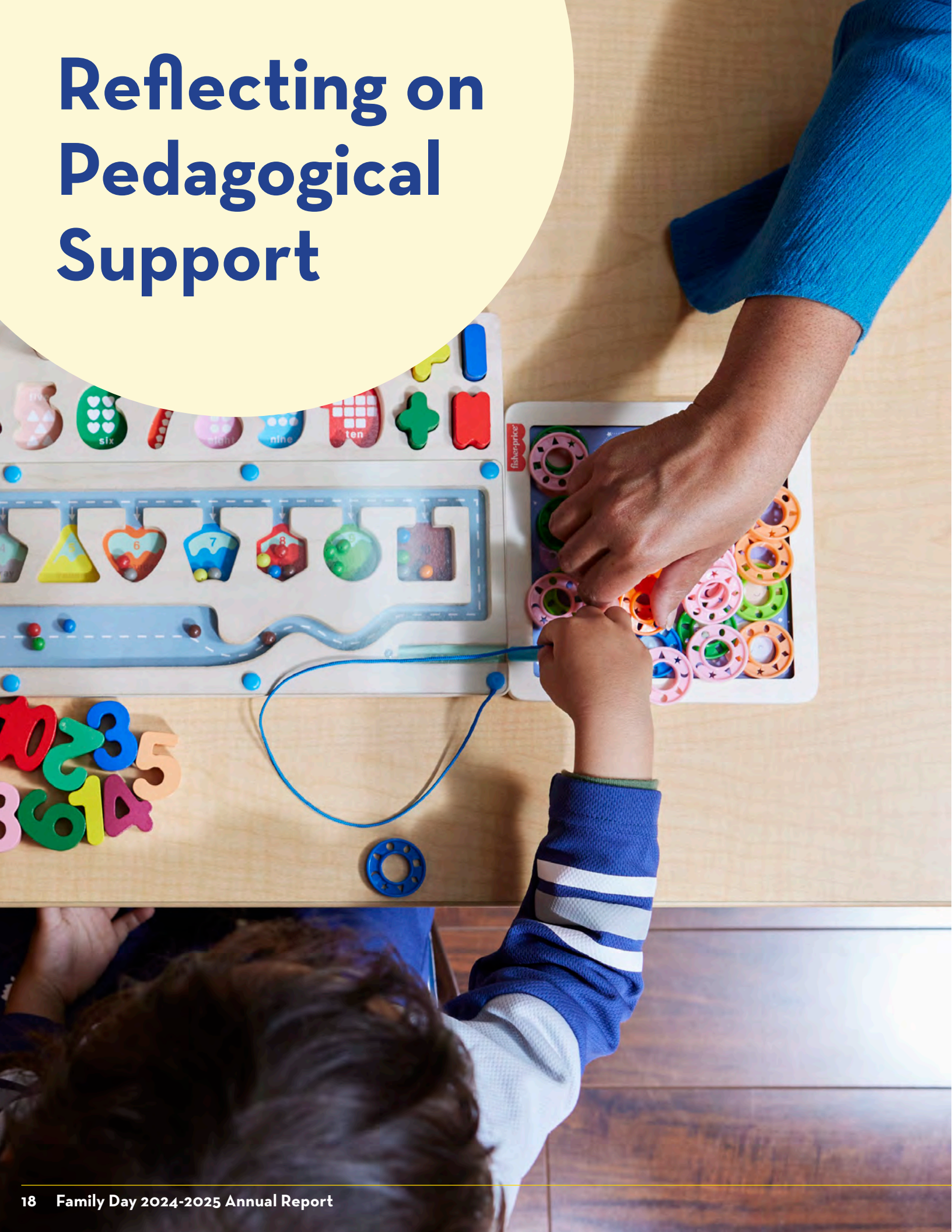
"Your support and encouragement
have made a significant impact on
my daughter's self-esteem. We are
forever grateful."

"The Family Day educators are
exceptionally dedicated to both
understanding and meeting each
child's unique needs, something I
haven't experienced in other programs.
They provide consistent and valuable
feedback on behavioural patterns,
food habits, sleep routines, and potty
training—an approach rarely found
elsewhere. Every child is cared for
with individualized attention, ensuring
they receive the support they require."

"Big thank you to the amazing team
for creating such a loving, safe, and
nurturing space for our son.
We are so grateful for the care,
patience, and joy you bring into his
days—it means the world to us!"

"My son lights up every weekday morning
knowing he's going to Family Day.
If he ever has a tough morning and
I call the centre to check how he's
doing, the phone is always answered
and I feel at peace again."

Reflecting on Pedagogical Support



“We have had amazing educators and always felt welcomed as a part of their community.”

Building Strong Community Networks for Black Parents and Caregivers

Aligned with our continuing strategic commitment to authentically lead with Diversity, Equity and Inclusion throughout our organization (with funding support from Peel Region), Family Day networked with community professionals who could support and enhance programming for underrepresented families.

This led to the creation of unique parent support programs such as Building Strong Community Networks for Black Parents and Caregivers.

This capacity-building initiative offers Black parents of children aged 0-6 years the opportunity to connect, bolster their strengths and develop new skills.

Designed with three key objectives: focus on the importance of community, nourish a strong racial identity and make self-care paramount, this program was popular, well-attended and many participants requested continued support through additional sessions. Feedback was positive: ‘the tangible resources and ability to share real world experiences were keys to success!’



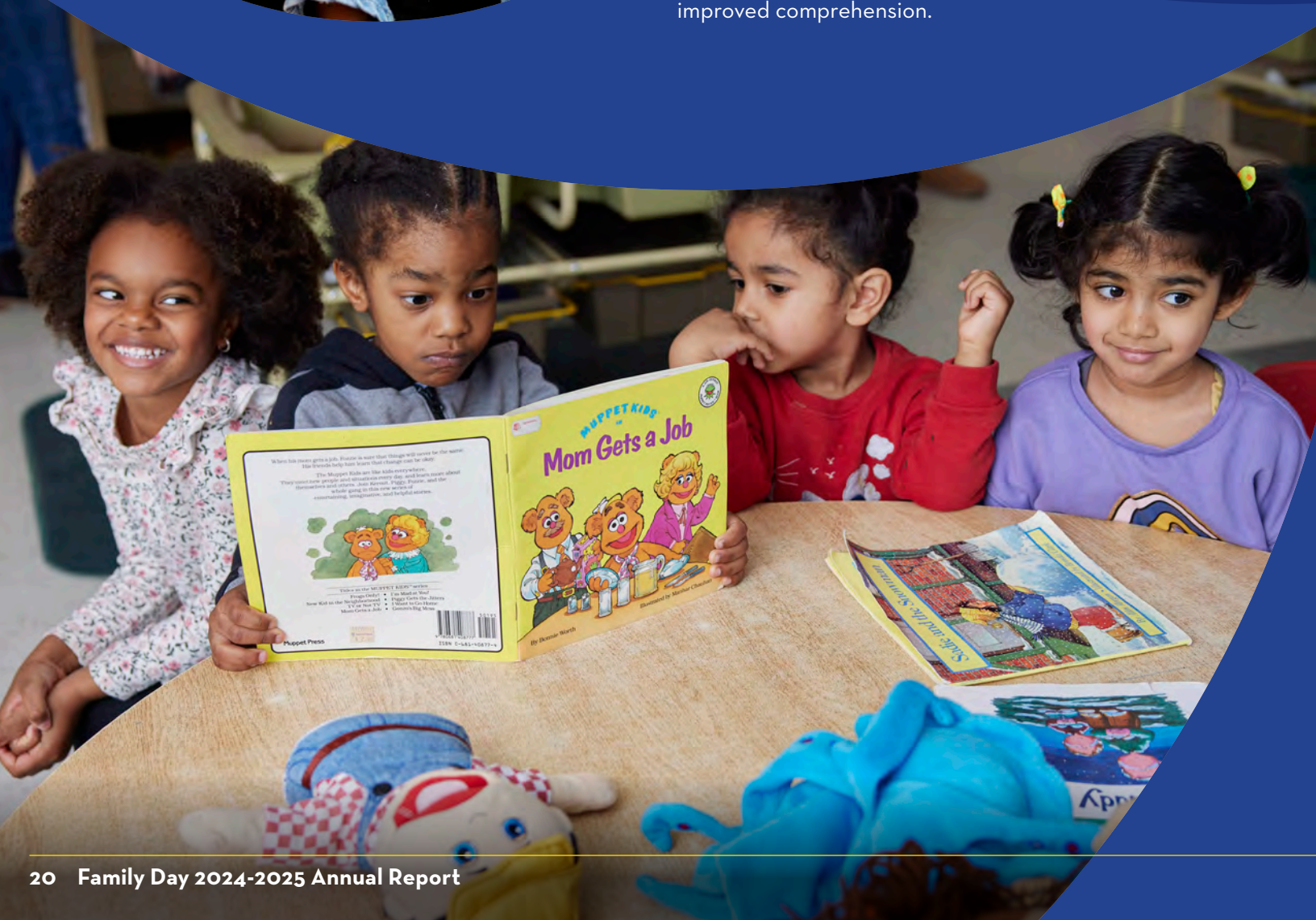


Reading Partnership for Black Parents

Scarborough Centre EarlyON forged a new partnership with the Reading Partnership for Black Parents (RPBP) to support a 9-week virtual program to equip Black parents and caregivers with the confidence and skills to teach children aged 4-6 years to read.

Building on the strengths of Black families, RPBP incorporates recognition of/responsiveness to the unique realities of being Black and anti-Black racism.

All sessions were play-based; families were equipped with no-cost literacy kits to support program activities each week. At the conclusion of RPBP, participants were reading better with improved comprehension.



“The staff are very supportive and helpful, always providing us with information about our children and their learning experiences.”

National Indigenous Peoples Day

Our collaborative celebration for National Indigenous Peoples Day at Milne Dam Conservation Park, hosted by Markham, Markham East, and Thornhill EarlyON centres, was a testament to the power of hands-on, culturally rich experiences.

The rhythmic beat of First Nations-inspired drumming was the soundtrack of the day as the time-honoured traditions of First Nations, Inuit and Métis converged. The park transformed into an art studio where families created Métis-style nature paintings.

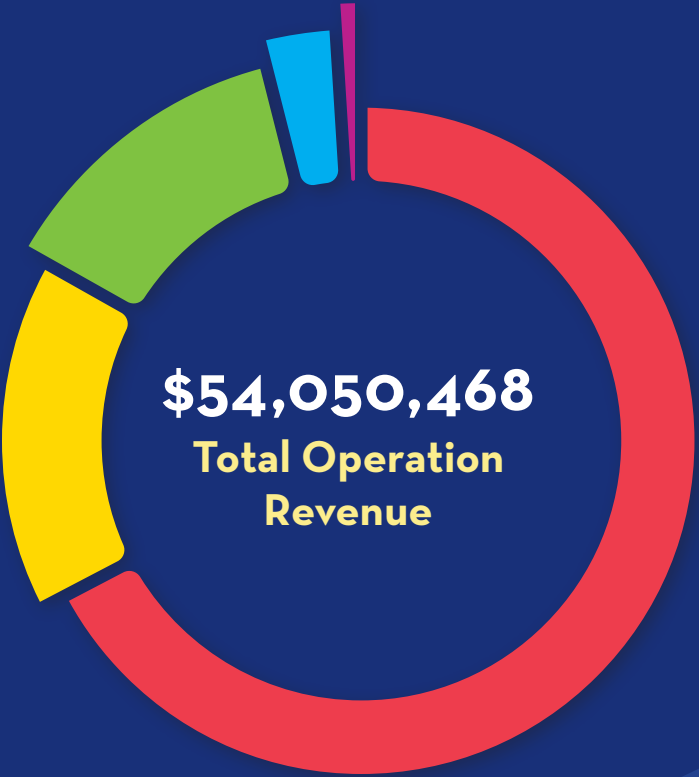
Children’s laughter echoed from a cardboard tunnel maze leading to an “igloo,” sparking imaginative exploration of Inuit culture, further enriched by a fun and educational fishing activity.

Events like this are at the heart of EarlyON programs. By creating opportunities for families to engage in and learn from Indigenous cultures, we are planting the seeds of understanding, respect, and appreciation that will blossom for years to come.

2024-2025 Financial Charts

Revenue

<div></div>	Government Grants	68.16%	\$ 36,839,342
<div></div>	Parent Fees	15.85%	\$ 8,566,211
<div></div>	Child Care Fee Subsidies	12.85%	\$ 6,947,093
<div></div>	Donations, Investment Income & Other	2.6%	\$ 1,404,822
<div></div>	United Way of Greater Toronto	0.54%	\$ 293,000
Total Operating Revenue		100%	\$ 54,050,468



Expenses

<div></div>	Child Care Centers	62.91%	\$ 33,593,518
<div></div>	Home Child Care	15.34%	\$ 8,193,923
<div></div>	Family/Community Programs	12.57%	\$ 6,713,144
<div></div>	Central Administration	9.18%	\$ 4,900,339
Total Operating Expenses		100%	\$ 53,400,924



At Family Day, We Believe...

- Every child has a natural desire to learn.
- Early learning and child care programs should promote positive and healthy environments for all children.
- Children learn their best when they are actively involved with people, materials, ideas, and events.
- Every child is unique.
- Parents/guardians are the most important caregivers for their children.
- All families should have equal access to our programs and services.

“My children look forward to going into their care every day and I feel confident that they are safe, nurtured and appropriately stimulated. The care provided goes above and beyond what is expected, from nutritious food to ensuring they are appropriately dressed to comfortably play outside.”



Family Day's Funders and Community Partners

Funders

City of Toronto **Region of Peel**
The Regional Municipality of York **United Way Greater Toronto**

Community Partners

Association of Early Childhood Educators Ontario	Early Years Provincial Network	Mothercraft College of Early Childhood Education	Toronto Catholic District School Board
Canada Summer Jobs—Service Canada	Ecosource	National Outdoor Early Childhood Education Panel	Toronto District School Board
Canadian Child Care Federation	Edge of the Bush	Peel District School Board	Toronto Food Share
Centennial College	Erin Oaks Kids	Peel Inclusion Resource Services	Toronto Metropolitan University
Child Care Now's National Early Learning and Child Care Workforce Policy Table	Every Child Belongs—Toronto	Peel-Halton Nature Collaborative	Toronto Public Health
Child Development Resource Connection Peel	EveryMind—Peel	Peel Public Health	Toronto Region Conservation Authority
College of Early Childhood Educators	George Brown College	Quality Early Learning Network	Toronto Star
Community Living Brampton	Harmony Movement	Raising the Bar—Peel	University of Guelph-Humber
Community Living Mississauga	HIGH FIVE	Seneca College	World Forum on Early Care and Education
Community Living York	HighScope®	Sheridan College	York Catholic District School Board
Creative Zone	Home Child Care Association of Ontario	Storypark	York Region District School Board
CUPE Local 2563	Home Child Care Association of Toronto	Strong Kids Strong Minds	York Region Nature Collaborative
Dufferin-Peel Catholic District School Board	Humber College	The Ministry of Education	York Region Public Health
	Journey Together—Peel	The Neighbourhood Organization	
	Lake Simcoe Conservation Authority		



**FAMILY
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Family Day Care Services

155 Gordon Baker Road, Suite 400
Toronto, Ontario M2H 3N5

416 922-9556

familydaycare.com

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