

# **k!ds** @ CHURCHILL PARK **2021 ANNUAL REPORT**



**NURTURING CURIOUS  
MINDS, HEALTHY BODIES  
AND HAPPY HEARTS!**



Play is the primary way that children learn to understand and experience the world around them. It is a frame of mind which involves a range of senses – smelling, touching, listening and being physically active – which connects children to the external world around them and to their inner world of ideas and imagination.

~ Ken Robinson



# Message from the Chair of the Board of Directors and CEO



Kirsty Sklar  
Board Chair



Korrie-Mae Wiszniak  
CEO

Although 2021 was a year filled with COVID-19 challenges, Kids@ Churchill Park continued to be a safe and integral part of our community – leading, advocating and creating a brighter future for children.

Our organization could not have succeeded in the delivery of high quality child care without our dedicated team of educators and staff. We would like to say thank you to the Kids@ Churchill Park leadership, educators and staff for their hard work, professionalism, creativity, passion and dedication to children and families in 2021. We continued to navigate challenging times across our sector and around the globe. Despite these challenges, Kids@ Churchill park continued to innovate and respond to the needs of our community.

We also gratefully acknowledge the support and commitment of each of our Board members. Their leadership and vision were a factor in our ability to navigate the Covid-19 pandemic and remain true to our vision despite the extenuating circumstances.

We are particularly appreciative of our government and private sector partners, whose generosity and collaboration helped us provide early learning and care to Calgary children and families. And finally, we thank Kids@ Churchill Park families, who trusted their children to our care and early learning and who worked with us to deliver on our mission.

Kids@ Churchill Park will continue to be there for families, as we have for 52 years – nurturing curious minds, healthy bodies and happy hearts, so all children can reach their greatest potential!





Play is the highest expression of human development in childhood, for it alone is the free expression of what is in a child's soul .

~Friedrich Froebel

# LICENSED CHILD CARE:

Here for families since 1970

Kids@ Churchill Park was established in 1970 when students attending Bow Valley College had a requirement for childcare in order to attend classes. They couldn't find childcare for their littles, so started a non-profit and began providing care for their own children and other families children with special needs, including those hearing impaired.

As we reflect upon our history and founding story, we can't help but think about the critical need for responsive and supportive child care in 2021. With extended closures, lockdowns and uncertainty throughout Calgary, our Licensed child care programs were there for families at a time when they needed it most. Our team of early childhood educators prioritized the safety, health and well-being of the children and families in our care and ensured that each child continued to receive high quality support despite increasingly challenging restrictions and ever-changing guidelines.

Kids@ Churchill Park has dedicated 50 years strengthening and supporting children and families. We love what we do; it's as simple as that!

## OUR BOARD OF DIRECTORS

**Kirsty Sklar | Board Chair**

**Thuy Nguyen | Treasurer**

**Carol DeLong | Director**

**Scott Hayward | Director**

**Krista Carter | Director**

**Herman Lee | Director**

**Vera Blower | Director**

# Continuum of Care

## Thriving through the Pandemic

The covid-19 pandemic reached every corner of Kids@ Churchill Park in 2021 and we responded with unwavering support for children and families. As an organization committed to early learning and child development, we know it takes a village!

Through the year, we responded to the needs of our community of children and families, including those with extra support needs, through high quality licensed child care via a variety of programs.

We implemented new systems and supports for our employees and educators to improve our operations, foster a positive working environment and improve the health and well-being of the Kids@ Churchill Park team. We worked closely with our funders to deliver critical programming and ensure no interruptions to service delivery, demonstrating the collaboration it takes to build our communities.



**Accountable** and  
**Trustworthy**



**Togetherness**; lift each other  
and build a team dedicated  
to service,



**Communicate with**  
**Authenticity**,



Have a **Passionate** and  
**Positive**  
**can-do attitude**



**Co-lead** and **Commit to**  
**learning**,



Always choose **Compassion**  
and **Kindness** to create a  
culture of  
warmth and belonging

Stay **Humble** and **Have Fun**

## Our Statement of Values

With great passion, kindness and love we embrace our commitment to quality of service, teamwork, integrity of thought and deed, and undeniable respect for all; we create a culture where each of us, the children, families and community feel valued and supported, can grow and flourish! All the while, leading with a humble servant's heart



# Leading by Living our Values, Mission and Vision

## Igniting Children's Potential

All in all, 2021 has been a great year in spite of the pandemic. We have seen children grow, develop and thrive. Their sense of wonder and discovery has been shared by educators acting as co-learners along the way. We know that through play, children naturally learn about their world. From the earliest age, as children begin to interact with the world around them, they play, test, take risks, tumble, laugh, engage and learn; they begin to understand the world around them and play leads to a world they can master. Even in the midst of a pandemic, children continued to thrive and grow through play thanks so the efforts of our incredible team!

## Systems and Supports

To support the operations and improve our internal systems, we began to fully utilize a Human Resource Information System. This will allow us to better track, analyze, onboard and record employee data and to provide more seamless communications to our team. We also devised a results-based accountability framework, as well as tools that assist in our reporting efforts.

## Financial Efficiency

To create greater financial visibility and efficiencies, we commenced the conversion of our accounting software to an online system. This movement to a more streamlined accounting process is more efficient in the long-run, allows for more timely reporting, easier access to review and approve expense reports and creates great efficiencies at every point.

## Marketing and Outreach

To further develop our virtual presence and support our marketing and outreach efforts, we began a new and diverse marketing strategy connecting with stakeholders and families via social media. We've begun a revised website and messaging that aligns with our strategic goals and directions.

## Advocating for and Partnering with the early years sector

We engaged in strong advocacy at all levels of government and community support via partnerships in 2021 to support marginalized families' equitable access to early learning and child care services as to ensure the sustainability of the early years sector. Our efforts were mobilized through the following networks, collaborations and partnerships:

- ✓ Calgary Centre for Newcomers
- ✓ Women in Need Society
- ✓ Alberta Early Childhood Educators Association
- ✓ Public Interest Alberta – Early Learning Task Force
- ✓ Rupertsland Institute Alberta
- ✓ Calgary Reads
- ✓ Bow Valley College – Early Childhood Education and Development Advisory Committee
- ✓ Calgary Immigrant Women's Association

*Living a meaningful  
life...is not about  
being rich, popular,  
highly educated or  
being perfect. Life is  
about being honest,  
being strong, real,  
humble and able to  
reach out and touch  
the lives of others  
while holding  
gratitude in your  
heart ~ Mindful Soul*



## Corporate Child Care Centres

**Bright Lights(ENMAX)** 141 50<sup>th</sup> Ave SE

**Play Penn (Obsidian)** Unit 205, 215 9<sup>th</sup> Ave SW

**Pump-Kin Patch (Suncor)** 150 6<sup>th</sup> Ave SW

## Out of School Care Centre

**Connaught** 1121 12 Ave SW

**Main Office:** 3311 Centre Street NW

## Community Child Care Centres

**Parkside** 1407 7<sup>th</sup> Ave NW

**Kahanoff** Suite 200 12<sup>th</sup> Ave SW

**Sunridge** 2770 32<sup>nd</sup> Street NE

## Family Day Homes

Up to 60 Locations throughout Calgary

**Our reflective environments are safe, open and welcoming!  
Environments where children feel valued, resulting in  
safe places to freely explore and share their experiences**

### LEADERSHIP TEAM

Ange Maisano, Program Director FDH

Binna You, Program Director Parkside

Caroline Tremblay, PD and Head Chef Centralized Kitchen

Glenda Montgomery, Program Director Bright Lights

Jeremy Albright, Program Director Connaught OSC

Kuljinder Virk, Program Director Sunridge

Tabassom Aslani, Program Director Pump-Kin Patch

Tammy Goerzen, Program Director Kahanoff

Twen Tesfalidet, Program Director Play Penn

### MAIN OFFICE TEAM

Vivian Wong, Executive Administrator

Aimee Baragar, Office and Business Administrator

Neelum Shehzadi, Administration Specialist

### Senior Leadership Team

Director of Finances, Michael Osterhoff

Director of HR Consultant, Rachel MacGillivray

CEO, Korrie-Mae Wiszniak





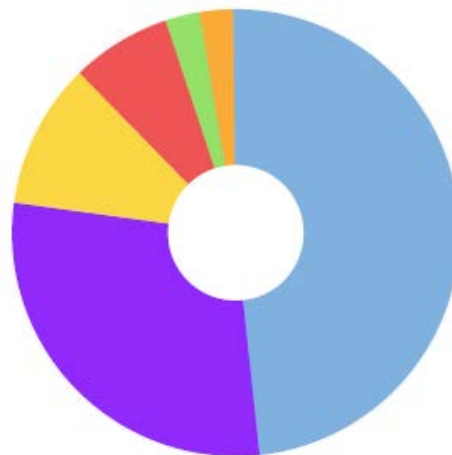
# Financial Overview

We are pleased to report the Board has approved the 2021 audited financial statements produced by Baker Tilly. Baker Tilly has reported the consolidated financial statements present fairly, in all material respects, the financial position of Kids@ Churchill Park at December 31, 2021, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for profit organizations.

The approved budget for 2021 projected a surplus of \$400,000, thanks mainly to anticipated and announced continuation of the Federal governments CEWS and CERS grants. As a result of increased expenses and the cost of staffing, Kids@ CP ended the year with a surplus of \$227,533.

Fiscal Year	Total Revenue	Total Expense	Notes
2021 Actual	8,547,790	8,320,257	Government CEWS/CERS which was extended throughout most of 2021 played a large role in insulating us from decreased parent fee revenue
2021 Budget	8,707,289	8,305,184	Government of Alberta restart grants and educator support grants assisted with bonuses for our team and increasing revenue for the year, despite the 40% reduction in enrollment.
2020 Actual	8,608,661	8,172,039	

- ✓ 8 Programs
- ✓ 5 revisions to COVID-19 Policies and procedures
- ✓ Over 2500 Hours of
- ✓ Over 50,000 daily screenings completed in 2021
- ✓ Almost 2800 hours dedicated to screening and cleaning
- ✓ Over 300 deep cleanings of all toys and equipment (per classroom)
- ✓ 40% average drop in child care fee revenue
- ✓ 95 Employees



## Operating Revenue

Parent Fees

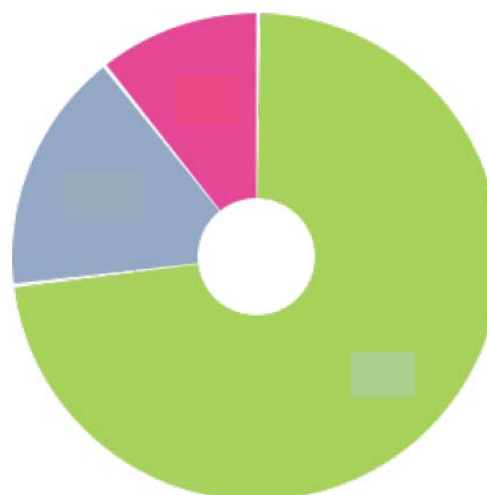
CEWS

ChildCare Gov't Grants

Other Revenue

CERS

Deferred Revenue



## Operating Expenses

Salaries & Wages

General Expenses

Food &

Programming

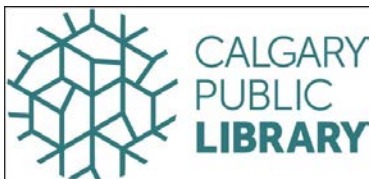
# Risk Management Framework – more important than ever

The chart below outlines the risks identified by our organization which represent threats to Kids@ CP's growth strategy. We have a risk management framework in place to manage the risks identified

<u>RISK</u>	<u>MITIGATING ACTIVITIES</u>
<b>1. Safety, health and well-being</b> We care about the physical and psychological safety and health of the children in our care and our team members. We are committed to creating a safe learning and working environment, where everyone arrives home free from injuries and illness	Kids@ has a suite of policies supported by training that address aspects of both team and child safety and health, including interactions with children, conduct, physical environments, procedures, recruitment and reporting. <ul style="list-style-type: none"><li>• Our educators undergo a rigorous set of interviews and our Recruitment Policy and Processes seek to ensure the best educators are engaging with the children in our care.</li><li>• Our Board is provided with regular updates regarding child protection and safety and monitoring the effectiveness of the implementation of the safety and health policies, standards, plans, risk program, processes, resources and compliance.</li></ul>
<b>2. Strategic execution</b> The successful delivery of our strategic plan is critical to enable us to effectively leverage out not for profit quality advantage. This requires building and maintaining capability in relation to planning, resourcing and execution of key projects	Our Board provides oversight of the delivery, progress against plan, key resourcing, capability and critical dependencies for our strategy. <ul style="list-style-type: none"><li>• We have dedicated project and change management capabilities that assist with project delivery and evaluating the impact of change on our operations to ensure key initiatives are effectively embedded.</li></ul>
<b>3. Competition</b> The early learning and child care sector remains competitive with new supply consistently entering the market. This environment creates both opportunities and risks that may impact business performance within the local markets in which we operate	Our Leadership Team regularly review key market trends, price points across competitors, promotions and marketing activity along with our Centres' occupancy, wages, strategic initiative benefits and costs. <ul style="list-style-type: none"><li>• Our reporting systems provide clear visibility of operating performance at centre level, enabling decisions to be made on a timely basis in response to changing local market conditions.</li></ul>
<b>4. Changes to regulatory environment</b> Regulatory changes to the child care sector may have an adverse impact on the way we manage and operate our centres and on our financial performance. The introduction of new legislation or regulations, or changes in Government funded child care subsidy levels may adversely impact our financial performance and future prospects.	The sector continues to enjoy Government support and has strong advocacy groups <ul style="list-style-type: none"><li>• Our agency maintains productive working relationships at the Provincial Government level providing us with visibility of pending regulatory changes and enabling us to prepare and respond to such change.</li></ul>
<b>5. Economic Conditions</b> Economic conditions, including but not limited to the recent pandemic, unemployment rates, birth rates, lower female workforce participation, lower household income or deterioration of market conditions in the areas surrounding our centres may impact the occupancy levels at our centres.	Our agency undertakes detailed supply demand modelling in relation to existing and new centres feasibility, along with contingency models to ensure forecast social and economic drivers are factored into investment decisions.



# In addition to our Families, we are grateful and thankful for and to our Many Supporters



*There can be no keener revelation of a society's soul than the way in which it treats its children. — Nelson Mandela*