

**eccdc**

early childhood community development centre



Commitment Dedication  
Collaboration Gratitude  
Success Professionalism  
Achievement Commitment  
Dedication Collaboration  
Gratitude Success  
Professionalism

Achievement Commitment  
Dedication Collaboration  
Gratitude Success

Professionalism

Achievement

Commitment

Dedication

Collaboration

Gratitude Success

Professionalism

Achievement

Commitment

Dedication Collaboration

Gratitude Success

Professionalism Achievement

Commitment Dedication Collaboration

**2013/14**

**Annual Community Report**

# Mission & Vision

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## *Mission*

The ECCDC helps early learning and care providers achieve their goals by making it easy and cost effective to obtain the highly specialized products, services, training, and technologies they require.

## *Vision*

We envision that early learning and care programs and providers are:

- successful, innovative, and professional; and
- respected by their community for their contributions to children's healthy development, family wellness and community prosperity.

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# Our Commitment to Early Learning & Child Care

## *A Message from the Board of Directors and Interim Executive Director*

### Fostering Professionalism, Innovation and Success for More Than 20 Years!

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Reflecting on this past year, we feel a tremendous sense of gratitude for the opportunity of supporting Niagara's early learning and child care community for more than 20 years now. When the ECCDC opened its doors in 1993, few of us would have imagined the tremendous advancements that have occurred in the field of early learning. We had no way of knowing the diversity of educators and organizations the ECCDC would come to serve. Although we recognized that collaborating with community partners was important, we didn't fully understand that remaining steadfast in this focus would

allow Niagara to become a leader in early learning and child care.

Fostering professionalism within the early learning sector has been the ECCDC's core business right from the beginning. Initially, this meant advancing a sense of self-identification and pride among early childhood educators along with greater community awareness of the economic and social value of their work. This was accompanied by offering affordable access to the specialized tools, resources, and training needed to



“ We are all bundles of potential  
that manifest only in relationships ”  
Margaret Wheatley

facilitate optimal experiences for children. From there, the ECCDC began supporting issues such as adherence to recognized standards of practice and recognizing the achievements of community members who have made outstanding contributions to the field of early learning. As the ECCDC's story has unfolded, our partners and members have reached out to help and nurture one another as colleagues, elevating the overall level of professionalism in ways that the ECCDC could never have achieved on its own.

The ECCDC has also benefited from having partners, members, suppliers, volunteers and staff who are incredibly innovative. It truly is a privilege to work with organizations and individuals who are passionate about inventing something new when they encounter a challenge for which answers aren't readily available. This has allowed the ECCDC to keep developing new products, new services, and new ways of doing things that have earned us recognition well beyond Niagara. This level

of innovation would not be possible without the enthusiastic support, testing and participation of the ECCDC's partners and members throughout Niagara.

This year and throughout our history, the ECCDC has remained committed to your success and to the success of Niagara's youngest citizens and their families. As you review the highlights of ECCDC's work outlined in this report, we trust that you'll see the many ways you've contributed to and shared in these successes. Please know that every member of our board and staff team is deeply humbled by your continued support of and confidence in the ECCDC. We work hard every day to help you be at your best and we hope this always shows in your experiences with us.

*Thank you for continuing to help us be our best!*

Gay Douglas Broerse, ECCDC Board Chair

Lorrey Arial Bonilla, ECCDC Interim Executive Director

Commitment

# Our Dedicated Team

“Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. The only way to do great work is to love what you do.”  
Steve Jobs

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## Board of Directors

Debbie Bent, Secretary/Treasurer  
Gay Douglas Broerse, Chair  
Kendall Cappellazzo, Director  
Jackie Kerry, Director  
Kim Cole, Director  
Lisa DeGasperis, Director  
Shelley Fehrman, Director  
Kristine Flora, Vice-President  
Dean Stunt, Director

## Staff Members

Lorrey Arial Bonilla, Interim Executive Director • 18 years  
Kelly Ann Bol, Early Learning & Child Care Resource Consultant • 4 years  
Darlene Drouin, Information Systems Administrator • 5 years  
Heidi Fallowfield, Part Time Early Learning & Child Care Resource Consultant • 1.5 years  
Kristin Fox, Early Learning & Child Care Resource Consultant • 1.5 years  
Mary Joan Furtney, Part Time Early Learning & Child Care Resource Consultant • 8 years

Jennifer Havens, Early Learning & Child Care Program Consultant • 6 years  
Shari Hill, Early Learning & Child Care Resource Consultant • 6 years  
Jodi Lacasse, Early Learning & Child Care/QCCN Program Consultant • 6 years  
Tammy McCormick, Executive Director (medical leave) • 21 years  
Cheryl McMillan, Finance & I.T. Infrastructure Manager • 19 years  
Jennifer Mosher, Early Learning & Child Care Resource Consultant • 7 years  
Christina Ramanauskas, Administrative Assistant, Training & Resource Services • 1.5 years  
Julie Thompson, Publications Administrator • 14 years  
Andrea Hannen, Communication/Marketing Consultant • 21 years

## Students and Volunteers

The ECCDC is pleased to partner with Niagara College Early Childhood Education Program and Brock University Bachelor of Early Childhood Education and Child Studies Programs to offer students innovative field internship opportunities. Thank you to all of the students who supported our work this year and for all the expertise and enthusiasm you so willingly shared with our team.

*dedication*

# Fostering Community Collaboration

“ Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has. ”  
Margaret Mead

The ECCDC is a proud member of the following community planning committees. Our staff team is honoured to work with so many colleagues who are highly committed to supporting Niagara’s early learning and child care sector, Niagara’s youngest children, and their families.

- Niagara Children’s Planning Council and Affiliate Pillar Committees
- Quality Child Care Niagara Advisory Committee
- Niagara Child Care Sector Executive Committee
- Best Start Child and Family Service System Committee
- Niagara College Early Childhood Education Program Advisory Committee
- Young Children Priority First
- Niagara’s Early Learning and Child Care Awards of Excellence Planning Committee

*collaboration*

# Extending Our Gratitude

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## A Supportive Primary Funder

We'd like to recognize our organization's primary funder, Niagara Region Children's Services for their ongoing partnership and investment in the ECCDC. Thank you for your ongoing confidence and support of our mission and the work of our team.

## Our Project Funders

Thank you for providing the ECCDC with funds that enable us to support Niagara's early learning and child care sector and for trusting the quality of our work. You continue to help us ensure Niagara's early learning and child care sector has access to quality resources, training and support.

- Branscombe Foundation
- Kiwanis Clubs of Niagara
- Louise Kool and Galt
- Niagara Community Foundation
- Ontario Trillium Foundation
- Ontario Ministry of Education
- Ontario Ministry of Children and Youth Services

## Our Partners

The ECCDC extends our sincere gratitude to the many agencies that, without their support, we could not fulfill our mission of helping early learning and care providers achieve their goals. They have engaged in collaborative activities with us, have offered expertise and guidance or have extended their services in many other ways. We thank you for helping us be our best.

- Niagara's Licensed Child Care Programs
- Adolescent's Family Support Services of Niagara
- Association of Early Childhood Educators of Ontario
- Brock University
- Business Education Council
- Centre de santé communautaire Hamilton/Niagara
- College of Early Childhood Educators of Ontario
- Contact Niagara
- Community Living Welland Pelham-Children's Services
- Community Living St. Catharines-Preschool Services
- District School Board of Niagara
- Family and Children's Services of Niagara
- Kiwanis Clubs of Niagara
- Literacy Link Niagara
- Niagara Aboriginal Children's Planning Council and affiliate organizations
- Niagara Best Start French Language Advisory Committee and affiliate organizations
- Niagara College Canada
- Niagara Catholic District School Board
- Niagara Region Public Health Department
- Niagara's Public Libraries
- Niagara Children's Centre
- Niagara Support Services
- Ontario Early Years Centres, Family Resource Programs and Parent Family Literacy Centres of Niagara
- Quality Child Care Niagara and affiliate organizations
- Pathstone Mental Health
- Ridley College
- Speech Services Niagara
- St. Catharines Preschool Services

## Extending Our Gratitude continued

### Our Members

The ECCDC could not fulfill its mission without the ongoing investment and involvement of many agencies who have trusted us to help them achieve their early learning and child goals. We are committed to continuing to work hard to support your goals.

- Licensed Child Care Programs
- Licensed Home Child Care Agencies
- Ontario Early Years Centres, Parent Family Literacy Centres and Family Support Programs
- Full Day Early Learning and Kindergarten Programs
- Early Years Support Agencies
- Special Needs Agencies
- Early Learning and Child Care Professionals
- Home Child Care Professionals
- Home Schoolers
- Children's Recreational Programs

### Niagara's 2013 Early Learning and Child Care Awards of Excellence

The ECCDC is pleased to have the very important role of coordinating a celebration that honours and recognizes the outstanding contribution of Niagara's early learning and child care sector.

### Planning Committee

So many agencies across Niagara support the planning of the awards of excellence each year through having staff

involved on the AOE Planning Committee. This team of dedicated individuals worked hard to ensure a successful 2013 event. Thanks to all of the organizations for supporting this event and to all our planning committee members for providing advisement.

- A Child's World
- District School Board of Niagara
- Grapeview Daycare
- Niagara Catholic District School Board
- Niagara Region
- Niagara Region Home Child Care Services
- Speech Services Niagara

### Event Sponsor

Louise Kool & Galt

### Business Sponsors

- A Child's World Family Child Care Services of Niagara
- Custom Cake Boutique
- Future Access Inc.
- Henderson's Pharmacy
- Meridian Credit Union
- Minuteman Press
- PenFinancial Credit Union
- Skycomp Solutions Inc.
- Sun Media
- University of Guelph-Humber – Early Childhood Degree Completion Program
- Westpier Marine & Industrial Supply

*in gratitude*

## Extending Our Gratitude continued

### Silent Auction Donors

4 Paws Wellness  
Beamsville Fish and Chips  
Beechwood Golf & Country Club  
Brock University's Youth University  
Burger King, Lundy's Lane  
Classic Touch Hair Salon  
Comprehensive Health Clinic  
Coppola's Ristorante  
Coyote's Run Winery  
Custom Cake Boutique  
Easy Spaces  
Frescos  
Games-A-Lot  
Gay Douglas & Associates  
Gymnastics Energy

Gypsy Alley  
Holiday Inn & Suites St. Catharines  
Home Hardware  
Jewellery by Linda Bell  
La Cascada Day Spa  
Lina Linguini's Pasta & Grille  
Little Goobers Indoor Playground  
Marriott Courtyard  
Mary Kay Cosmetics  
MJs Own Munchies  
National Hockey League  
Niagara Clifton Group  
Niagara Helicopters  
Niagara Parks Commission  
Niagara Varsity Football Club  
Ontario Science Centre  
Pla-Mor Bowling

Purseonally Yours  
Rozie's Breakfast Café  
Scentsy  
Shaw Festival Theatre  
Small Talk Vineyards  
St. Catharines Spears  
Sunrise Café  
Sunshine Baby Bowtique  
Sunshine Express Garden Centre  
Tammy's Creative Cakes  
Thread Tales  
Tiger Cats Football  
Turtle Pond Toys  
Water Superstore  
Willow Den  
YMCA of Niagara  
Young Headz



(L-R) Dr. Mary-Louise Vanderlee, Darlene Edgar, Lois Mahon, Eduarda Sousa, Lorrey Arial Bonilla

2013 Practitioner Professionalism Award Recipients and Contributor Award Recipients

# Service Highlights

“ Children need the freedom to appreciate the infinite resources of their hands, their eyes and their ears, the resources of forms, materials, sounds, and colours. ”  
Loris Malaguzzi

## Resource Lending Library and Membership Services

### Membership Services

- 175 group memberships, encompassing 967 educators. The group memberships are comprised of 125 licensed child care programs and 50 other agencies
- 82 individual members not associated with a group

### Resource Lending Library

- Over 3,000 educational items made available to the community
- 4,499 resource loans to Niagara educators
- 93 new, bilingual play-based learning kits added

The ECCDC's lending library provides Niagara's early learning and child care community with access to a wealth of resources to support them in creating innovative indoor and outdoor spaces and in facilitating unique and meaningful learning opportunities for young children. These resources are

designed for use with a range of ages and abilities and have been carefully selected to stimulate children's imaginations, promote their language and cognitive development, and facilitate their self-help skills and social and emotional growth.

### Workroom & Learning Café

- 1,921 on site visits
- 6 group tours offering equipment and resource highlights
- 2,928 service hours provided

Educators, volunteers and others involved in early learning count on the ECCDC workroom for access to all of the tools and supplies they need to plan and prepare engaging play-based learning opportunities for Niagara's children. The learning café has proven to be an important hub for sharing ideas and expertise, networking, and informal meetings.

*inspiration*

“ We have received the cameras already and have put them to good use. The children love taking pictures and their point of view is very interesting - I could take lessons. ”

Valerie Booth  
Timmins Native Friendship Centre – January 2014

### Service Highlights continued

#### Resource Library and Workroom Exclusive Use Bookings

- 8 early learning and child care centre bookings
- 97 individuals in attendance

ECCDC group members have the option of booking the ECCDC Resource Library, Workroom and Learning Café for special training, program planning and resource events exclusively for their staff and volunteers. These events are vital to the ongoing success and advancement of Niagara's early learning and care sector, as they allow programs and centres of all sizes and budgets to stay current on the latest

classroom innovations and build the cohesiveness of their educator teams in ways that wouldn't otherwise be possible.

#### Grab `N Go Learning Activities

- 3 "grab 'n go" campaigns developed
- 270 new learning activity ideas shared

ECCDC Grab 'N Go kits include everything an educator needs to deliver a fantastic early learning experience for children, including at least five different activities per kit, all for one low purchase price.

“ I wanted to thank you for getting the resources I requested sent out so quickly! I received them on December 22nd, and was able to put them to use in a couple of our rooms at the beginning of January. ”

Michelle Strople - LeRoux Froebel Bilingual School – January 2014

# Enhancing Professionalism, Innovation and Success

“ Always a great pleasure working with ECCDC.  
Lorrie Baird, presenter of Engaging our Hearts and  
Minds in Reflective Practice ”

“ Thank you for the wonderful support. Always  
comforting to know staff are a step away. ”  
Debbie Hamilton, presenter of Sharing Sensitive News

## Professional Learning Opportunities for Early Learning & Child Care Professionals

From April 1, 2013 to March 31, 2014 the ECCDC delivered community training sessions for Early Childhood Educators, Full Day Early Learning Teams, Family Support Staff, Resource Teachers, Administrators, Home Child Care Professionals and Students.

- 127 community-wide institutes, seminars, and training sessions were offered
- 3,199 participants attended
- 312 training hours delivered
- 1,612 views to Esteem on the ECCDC website

## Collaborative Events

A collaborative professional learning opportunity entitled *Windows and Mirrors* was offered in partnership with Brock University, Niagara College, District School Board of Niagara and Niagara Catholic District School Board attracting 161 professionals from agencies across Niagara's early years sector.

In January 2014, the ECCDC partnered with the Best Start Child and Family Reference Committee in offering *Engaging Our Hearts and Minds in Reflective Practice*, a two-day institute with Lorrie Baird and Anne Marie Coughlin. The event was positively received and had

140 participants in attendance. Assistant Deputy Minister of Education Jim Grieve delivered the opening address. This institute saw participants reflecting on their daily work that aligns with the principles of *Early Learning for Every Child Today*. Participants report that it stimulated their thinking on current programming and environmental design practices and has prompted them to introduce strategies for encouraging a culture of reflective practice.

Additionally, the ECCDC was excited to partner with Adolescent's Family Support Services Niagara, Niagara Region Children's Services, and Niagara Child Care Sector Executive in offering a two-day *Infant Mental Health* training session with Dr. Chaya Kulkarni of Toronto SickKids Hospital on March 24 and March 31. This session helped educators and providers better understand the effects of toxic stress on the developing infant's brain and offered insight into how they can make a difference. There were 159 service providers in attendance. The institute included training on the ASQ and the ASQ SE which provided participants with an additional tool which may help identify when a child is at risk. The event has resulted in the development of the Niagara Infant Mental Health Pilot Project Advisory Committee who will pilot the use of the ASQ and the ASQ SE in Niagara.



## Enhancing Professionalism, Innovation and Success continued

### Customized Training for Local Early Learning and Child Care Organizations

- 16 customized sessions were delivered
- 243 participants attended

During the year, the ECCDC offered a variety of professional learning opportunities that were customized to meet the specific needs of many early learning and child care agencies.

### Niagara Early Learning and Care Awards of Excellence

- 314 participants attended the celebration
- 66 recognition awards were presented
- 10 local businesses sponsored the event
- Close to 50 local silent auction donors contributed items for the event

The ECCDC partnered with the Association of Early

Childhood Educators of Ontario (AECEO) to host this annual event, which has grown to be one of the largest of its kind in the country. The Awards of Excellence provides an opportunity for area businesses to express their appreciation of Niagara's early learning and care programs and the important role these programs play in the local economy.

### Supporting Families in Finding Child Care

- 90 families were supported in finding child care

Every year, the ECCDC team responds to calls from parents looking for information related to child care. Common questions include the types of care available; how to choose quality care; finding care for children with special needs; and accessing child care subsidy and family resource programs.

# Building Capacity in Early Learning and Child Care

## Program Support for Early Learning and Child Care Programs

- 98 program/centre visits made
- 1,000 early learning staff supported

One of the most important ways the ECCDC contributes to the stability of early learning and child care programs in Niagara and facilitates their ongoing success is through on-site visits to centres. These visits are customized to the specific needs of the client. ECCDC staff may highlight developmentally appropriate materials, provide program planning support, assist with environmental scans and room arrangement, or offer guidance with teacher/child interactions. The ECCDC also shares expertise in strategic planning, program administration, staff scheduling, financial management, team building, engaging families and developing respectful and ethical relationships.

## Community Professional Network Development

- 21 professional network sessions were facilitated
- 122 network participants engaged

ECCDC staff provided coordination and facilitation

services to the following network groups: Child Care Supervisors, Child Care Francophone Supervisors, Child Care Cooks, Co-op Teachers, Resource Teachers and Emergent Practice.

## Quality Child Care Niagara Training

- 42 training sessions coordinated
- 786 participants attended the training sessions
- 57 Visits to Programs to Support the Implementation of QCCN were completed.
- 1104 QCCN website views

Quality Child Care Niagara is a standardized, research based approach designed to enhance the quality of licensed child care programs in Niagara. The ECCDC is proud to partner with Niagara Region Children's Services in coordinating Quality Child Care Niagara for over a decade. We thank all of our community partners who develop and regularly facilitate a variety of QCCN modules and who bring their insights and ideas to the Advisory Committee. We feel confident that the QCNN framework has made a significant impact on maximizing the best possible outcomes for Niagara's children enrolled in licensed child care.

SUCCESS

“ I wanted to tell you just how much your centre means to our home school. This morning as the kids were exploring the new kits, my 4 year old daughter said: “It’s just like opening presents!” They always love the kits. Thank you for doing such an awesome job! ”

Andrea Sutton-Knutt – September 2013

## Building Capacity in Early Learning and Child Care continued

### Computer Technical Support

- 240 individuals supported

The ECCDC helped Niagara’s early learning and child care programs keep pace with technology by offering consultations on common hardware and software concerns, upgrades, repairs, and security issues as well as support with Quality Child Care Niagara statistical reporting and Parent Direct Niagara.

### Parent Direct Niagara [www.parentdirectniagara.ca](http://www.parentdirectniagara.ca)

- 495 unique early learning and child care and related programs are listed on Parent Direct Niagara
- The website received 44806 visits during this time period
- The website receives a monthly average visits of 3733
- A total of 156385 pages were viewed
- A monthly average of 13032 pages viewed

In December 2013, enhancements were made to the Parent Direct Niagara website thanks to funds received through the Niagara Community Integration Leader Project (CIL Project). We upgraded the site’s search capabilities, made it mobile-responsive, and added a consolidated Community Calendar and a Parent Resource page. Funding from the Niagara Community Foundation and Best Start allowed for the development

of a French-language version. Parent Direct Niagara was then promoted on 105.7 EZRock and through a variety of community activities, with thousands of magnets, bookmarks, and referral cards distributed to local school boards for their “Welcome to Kindergarten packages”; to Niagara Region Public Health for their “newborn packages” and at presentations to local groups. Additionally, posters and other materials were provided to doctors’ offices, the Niagara Square Cinema, St. Catharines Kiwanis Aquatics Centre, the Seymour-Hannah Sports & Entertainment Centre. The ECCDC’s Nevada Tickets fundraising allowed life-size ads to be placed in bus shelters in high-traffic areas all over Niagara.

### Niagara Child Care Sector and Inclusive Child Care Supports Committees

- The Niagara Child Care Sector Executive Committee web page was viewed 1292 times
- The Inclusive Child Care Supports Committee web page was viewed 639 times

The ECCDC contributes to the success of these important community committees by providing professional administrative supports, including the maintenance of minutes, reports and file archives in Web-accessible formats, email distribution, document design, updating webpages and sending out community messages.

“ I wanted to thank everyone for their support throughout my placement at ECCDC. I have learned so much from everyone and really appreciate how all of you made this a positive experience for me. Thanks so much! ”

Emily Empey – March 2014

## Building Capacity in Early Learning and Child Care continued

### Work Experience for Students of Early Childhood Education Programs

- Four student placements hosted

The ECCDC regularly hosts work placements for the Niagara College Early Childhood Education Department and the Brock University Bachelor of Early Childhood Education and Child Studies Programs. These placements help build a sense of connection between students studying in Niagara and Niagara’s early learning and child care community, providing the students with skills and contacts that will enhance their careers.

### Supports for Home Child Care Professionals

- 796 home child care professionals received information
- 3 issues of Quiet Times published and distributed to 355 home child care professionals
- 5 Home Child Care Specific Networks were facilitated with 39 individuals in attendance
- 13 related professional learning opportunities were offered

Informal care providers working from their homes have long counted on the ECCDC to help them launch

their businesses, keep enhancing their skills, and maintain their ongoing commitment to quality care.

### Helping to Inform Niagara’s Early Learning and Child Care Sector

- During the year the ECCDC distributed 78 bulk emails advising the sector of new research, documents, frameworks, activities and relevant updates including 13 on behalf of Niagara Region Children’s Services and/or Public Health and 12 on behalf of Niagara Child Care Sector Executive.
- Main News Page on our website [www.eccdc.org](http://www.eccdc.org) was viewed 1,281 times

### Supporting the Early Learning and Child Care Sector with Recruitment

- The employment board web page was viewed 18,083 times
- There were 79 job postings listed

The ECCDC employment page is an important link to connect prospective individuals to employment options in the early learning and child care sector.

“ Wishing each of you all the best and please continue all the amazing work you do. Your work along with others assists in giving children a best start as well as building strong families for a vibrant Niagara! ”

Judy Reid - July 2013

## *celebrating 20 years of success*

A variety of activities took place during the year to celebrate with our community members

### **ECCDC Facebook and Twitter Page Launch**

**Virtual Tour** of the specialized workroom, learning café and lending and interactive videos highlighting the play based learning kits and observation tools on [www.eccdc.org](http://www.eccdc.org)

**ECCDC Member Innovation Contest** • Members were invited to suggest new products and services they'd most like the ECCDC to offer

### **Picture and Story Contest for ECCDC Members**

• ECCDC's members both past and present were invited to share their stories on how the ECCDC has supported their work over the past years for a chance to win some fabulous prizes.

**Complimentary Lunch and Learn Workshop: Twenty Lessons for Inspired Supervisors with Michael Lewis** for Administrators of Early Learning and Child Care Programs (Sponsored by ECCDC suppliers)

**Two Complimentary Hands On Workshops and Dinners: ECCDC's Top 20 Strategies for Moving from Theme Based Practices to Play-Based Learning; and ECCDC's Top 20 Strategies for Naturalizing Your Early Learning Environments** for Staff of Early Learning and Child Care Programs (Sponsored by ECCDC suppliers)

**Special Recognition Celebration** at the 2013 Early Learning and Child Care Awards of Excellence



Complimentary "Top 20" Workshops



Chocolate Token at AOE

# 2013/14 Financial Report

## April 2013 - March 2014

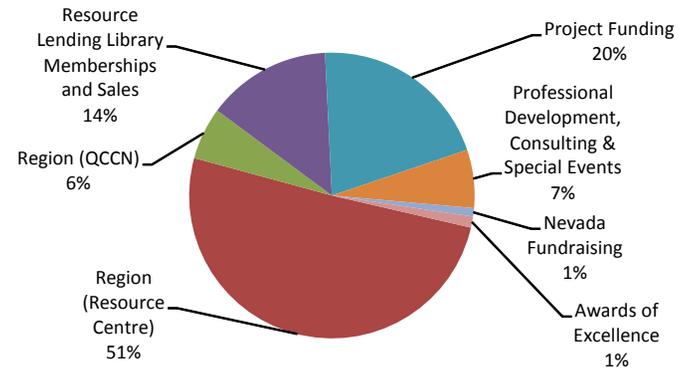
### Annual Revenues

Regional Municipality of Niagara (Resource Centre)	695,079
Regional Municipality of Niagara (QCCN)	81,364
Resource Lending Library Memberships and Sales	193,380
Project Funding	282,681
Professional Development, Consulting & Special Events	90,545
Nevada Fundraising	12,985
Awards of Excellence	17,200
<b>Total Gross Revenues</b>	<b>1,373,234</b>

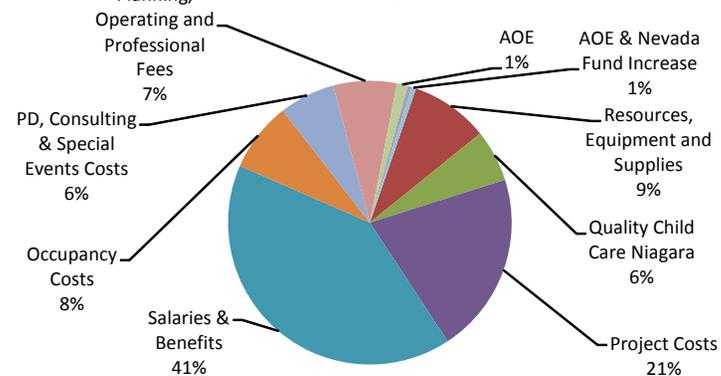
### Annual Expenses

Resources, Equipment and Supplies (Resource Centre)	121,977
Quality Child Care Niagara	81,364
Project Costs	282,681
Salaries & Benefits	558,834
Occupancy Costs	108,463
Professional Development, Consulting & Special Events	87,278
Planning, Operating and Professional Fees	99,170
Awards of Excellence Costs	16,954
Nevada Fundraising Costs	6,429
Awards of Excellence and Nevada Fund Increase	6,802
<b>Total Gross Expenses</b>	<b>1,369,952</b>
<b>Gross Revenues over Expenses</b>	<b>3,282</b>
<b>Surplus directed to AODA Facility Upgrades</b>	<b>3,282</b>

### Annual Revenues



### Annual Expenses



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Commitment Dedication Collaboration  
Gratitude Success  
Professionalism Achievement  
Commitment Dedication Collaboration  
Achievement  
Professionalism  
Gratitude Success  
Collaboration  
Dedication  
Commitment  
Achievement  
Professionalism  
Gratitude Success

Commitment Dedication Collaboration