

**SOCIAL
ENTERPRISE
FOR CANADA**

2025-2026 ANNUAL REPORT

A YEAR OF IMPACT, GROWTH, AND
OPPORTUNITY

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MESSAGE FROM THE Chief Executive Officer

1

SEASON OF CHANGE

The 2025–26 season was one of profound change, marked globally by escalating conflicts and disrupted supply chains, and domestically by a spectacular electoral shift that saw Mark Carney emerge as the Prime Minister of a new majority government. Few anticipated this political transformation or the generational shifts in spending priorities that followed, changes that have deeply rocked the social sector and heavily impacted immigrant-serving agencies.

As I look back on 2025-26, I am proud of how our team navigated the challenges we have faced. While it has been heartbreaking to say farewell to staff whose positions can no longer be sustained within the funding environment, it has been inspiring to see the staff embrace opportunities to grow, to innovate and develop new ways of providing important services to our community.



"I am proud of the achievements outlined in this annual report. I trust you will be encouraged and inspired."

Darcy MacCallum
Chief Executive Officer

"Our commitment at SEC to promoting thriving, diverse, and equitable communities has not wavered"

NAVIGATING TOGETHER

EarlyON

Led parent grief curriculum; pioneered school and childcare prep frameworks.

Darcy MacCallum

Childcare

Ensured daily, highly creative child programming and mutual staff support.

AQIS (Accreditation)

Launched systematic evaluation & feedback tool to inform service growth.

Bridge Social Enterprise

Pivoted to address new markets with critical multilingual translation services.

Supervised Parenting

Sustained vital parent-child visitation structures within reduced funding.

Leadership Team

Collaborated values-first to construct a resilient future with secure delivery.

Welcome Centre

Developed a refocused vision to serve as a comprehensive community hub.

OTF Mentorship

Supported grassroots groups, including ShaeKares and Black Immigrants.

COMPANY PROFILE

Social Enterprise for Canada (SEC) is a values-driven non-profit founded in 1987 and based in Newmarket, Ontario. SEC delivers innovative programs and collaborates with partner agencies to empower individuals and build inclusive communities.

With over 100 staff, SEC operates a wide range of services across York Region and beyond, including childcare, EarlyON centres, supervised family access programming, and immigrant support through the Newmarket Welcome Centre and a specialized program for international credential recognition. We also operate a multi-lingual communication centre social enterprise.

SEC VALUES

1



WE PRACTICE KINDNESS

Establishing mutually respectful relationships, affirming dignity, strength, and value.

2



WE FIND SOLUTIONS TOGETHER

Functioning as a team with staff and service users for meaningful and achievable solutions.

3



WE LOOK FOR WAYS TO DO THINGS BETTER

Continually seeking to improve through thoughtful innovation and collaboration.

4



WE BUILD TRUST

Contributing to the whole with open, transparent communication and fairness.

STRATEGIC HIGHLIGHTS

3



36,000+

Calls Answered
(226% of target)

Acting as trusted
multilingual navigators
for families in need.



30,000+

Welcome
Centre Visits

Creating a front door to
possibility for newcomers
in York and Simcoe.



24,000+

EarlyON
Child Visits

Building strong early
foundations for learning
and socialization.



1,800+

Individuals Guided
for Licensure

Accessed licensing and
professional guidance,
reducing systemic barriers to
employment, equity, and inclusion.

Core Stats Matrix

3,400+

Associate Partner
Appointments

936

Language and Skills
Training Sessions

800+

New Clients
Case Managed

36

Information and
Orientation Sessions



Event Highlights



Cultural Celebrations:
Lunar New Year, Nowruz,
Gathering-in-Circle
(Indigenous Learning)



Safety & Resources:
York Regional Police
sessions, Fraud Prevention,
Winter Driving



Community Connection:
Legislative Assembly field
trips, Summer camps,
EarlyON programs

"The staff was exceptionally helpful, compassionate, and professional... It's reassuring to know that the Welcome Centre is staffed by such caring and dedicated individuals."

MOBILE UNIT: EXTENDING OUR REACH

Meeting newcomers where they are by embedding services directly into employment agencies, libraries, shelters, and faith-based groups.

188

New Clients Case
Managed

372

Repeat Clients
Served

81

English Conversation
Circles (ECC) Held

639

ECC Total
Participants

- ▶ Strategic partnership with Blue Mountain Resort to support international workers.
- ▶ In-person ECCs established in Orillia, Keswick, and Wasaga Beach.
- ▶ Virtual evening ECCs launched for remote accessibility.
- ▶ Active integration with Local Immigration Partnership (LIP) tables.

AQIS: 2025–2026 IMPACT & OUTCOMES



Total Clients Served
47% above target



Workshop Participants
113% above target



17 Accreditation Workshops delivered

19 Portfolio Workshops delivered

18 Sector Forums delivered



80%+

of clients report lasting impact, clear pathways, and reduced delays

Success Stories

Career Launch

Early Childhood Education (ECE) training completed through an AQIS-guided pathway, leading directly to workforce entry.

Barrier Removed

Direct AQIS advocacy resolved a critical licensing delay, making the client eligible for their certification examination.

New Pathway

Client entered HVAC training utilizing a clear, collaborative certification plan developed with an AQIS advisor.

THE FRONT DOOR TO POSSIBILITY: BRIDGE TRANSLATIONS & COMMUNICATION CENTER



Communication Center



- **Infrastructure:** Deployed modern Cisco-powered call routing and co-launched the Welcome Centre Database (WCDB) for centralized booking and real-time QA.
- **Staffing:** Multilingual navigators speaking 20+ languages, leveraging lived experience as former newcomers.

The Front Door



Bridge Translations



Supporting **Children**, Families, and Community Through Connection and Learning.

Community Impact (2025 Stats)



Served **4,065** unique children over **24,787** child visits.



Served **4,424** unique caregivers over **24,504** caregiver visits.



Delivered **2,305** total programs.

Key Initiatives & Expanded Supports

- ◆ **Programming & Multilingual Support:** delivering programming in multiple languages (Farsi, Mandarin, Spanish, Ukranian, combined languages).
- ◆ **The Journey to Child Care Pilot Project:** frontlin-led initiative helping families navigate the transition from EarlyON services into licensed child care.

“EarlyON is frequently described by families as a ‘lifeline’ and a ‘safe place to learn and grow.’”





We create welcoming and inclusive spaces where every child and family feels valued.

- Proactive communication between educators and families highlight children's developmental milestones
- Increased family engagement through celebrations, showcases, and community events

...We Practice Kindness

Collaboration strengthens our services and helps us respond to changing community needs.

- Increased community outreach to connect more families with EarlyON services
- Launched the Journey to Child Care pilot to support smoother transitions into licensed child care

...We Find Solutions Together

Continuous improvement is at the centre of our work.

- Expanded professional learning opportunities for staff
- Used parent feedback to improve programming and scheduling

...We Look for Ways to Do Things Better

Families trust SEC to provide safe, high-quality experiences for their children.

- Quarterly mock licensing visits
- Monthly quality assurance reviews

... We Build Trust



Licensed Child Care Programs

Program Focus & Capacity

- **Enrollment Growth:** Achieved strong enrollment expansion across multiple service locations.
- **Peak Utilization:** Johnsvie School Age Program reached 100% capacity, with remaining sites operating near maximum limits.
- **Responsive Service:** Expanded Winter Break programming to directly absorb surging community demand.

Quality Assurance & Professional Development

- **Compliance Framework:** Institutionalized quarterly mock licensing audits and monthly quality assurance reviews.
- **Division-Wide Training:** Executed professional development days focused on compliance, reflective practice, and programming.
- **Operational Standards:** Accelerated development of uniform Supervisor and Front-Line Staff Manuals.

Engagement

- **Family Interactivity:** Elevated family engagement was structured holiday cases, and targeted outreach.



Care for Newcomer Children (CNC) Services

Program Focus & Workforce Integration

- **Inclusive Care:** Maintained tailored, culturally inclusive spaces to safely transition newcomer families.
- **Cross-Divisional Onboarding:** Standardized cross-program training and onboarding pipelines to support stable supply staff continuity.



Newcomer Trust & Communication

- **Strategic Outreach:** Maximized localized community outreach to drive parent participation across all center sites.
- **Digital Transparency:** Disseminated daily learning insights to language-diverse households using the Storypark app framework.

Shared Modernization & 2026 Strategic Priorities



SharePoint Infrastructure

Optimized file architecture and centralized cloud document accessibility.

Climate Resiliency

Maintained active virtual service channels to preserve continuity during extreme weather shutdowns.

2026 Roadmap

Priorities center on launching PECE coaching, expanding digital accessibility digital and deploying unified cross-program service tracks.



PEEL AND YORK REGION SUPERVISED PARENTING TIME PROGRAM

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SUPERVISED
PARENTING TIME

OVER 30 YEARS OF CRITICAL SUPPORT

Established in 1992, the program ensures meaningful relationships in a safe, neutral, child-focused environment, navigating separation, conflict, and transition for families.

2025 STRONG DEMAND & SUPPORT

228
GENERAL
INQUIRIES



204
REQUESTS
FOR SERVICE



135
FAMILIES
SUPPORTED

166
CHILDREN
& YOUTH

378
PARENTS &
CAREGIVERS



EVIDENCE-BASED COURT SUPPORT

111

INTAKE MEETINGS

44

CHILD
ORIENTATIONS

136

REQUESTED
REPORTS

Providing objective, factual documentation prioritizing children's safety and best interests.



OPERATIONAL EXCELLENCE & ACCESSIBILITY

583

SUPERVISED VISITS

180

SUPERVISED EXCHANGES

72

VIRTUAL VISITS



VISITS (York Region)

Increased accessibility & continuity when in-person contact wasn't possible.

ZERO
CRITICAL
INCIDENTS

A commitment to
safety, effective risk
management, and
high-quality service delivery.

BUILDING STABILITY & HEALTHIER RELATIONSHIPS

Creating safe spaces for connection during uncertainty, reducing conflict, and supporting children's emotional well-being.

STEADFAST EDI COMMITMENT: BUILDING A CULTURE OF INCLUSION



2025 STAFF EVENT

At a time when others are stepping back, SEC remains steadfast. Meaningful change requires **vulnerability**, **accountability**, and a willingness to learn.

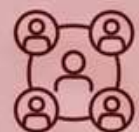


OUR EDI JOURNEY BEGINS (2023)



STRENGTHENING OUR COMMITMENT (Past 3 Years)

ENGAGING EMPLOYEES AT EVERY LEVEL



FACILITATED WORKSHOPS:
Mental Models,
Psychological Safety,
Anti-Racism



EMPLOYEE ENGAGEMENT:
Belonging,
Respectful
Workplaces



GUIDED BY VALUES:
Kindness, Trust,
Collaboration

WHAT'S NEXT? 3-YEAR EDI THEORY OF CHANGE STRATEGY

- ▶ ROADMAP FROM AWARENESS TO SUSTAINED TRANSFORMATION
- ▶ MAP AND TRACK PROGRESS
- ▶ EMBED EDI INTO CULTURE, SYSTEMS, DECISION-MAKING



STRATEGY
MAP

OUR PROMISE:
FOSTERING RESPECT,
VALUE, INCLUSION

EDI IS A **LONG-TERM COMMITMENT**, NOT A
STANDALONE INITIATIVE

**TOGETHER, WE ARE BUILDING AN INCLUSIVE,
EQUITABLE, AND ACCESSIBLE FUTURE.**



The Backbone: Secure & Adaptable Infrastructure

Enabling secure, modern, and efficient service delivery for clients and staff.



Cybersecurity Transformation

Drastically enhanced protection against ransomware and unauthorized access to sensitive client data.



Network Modernization

Improved site connectivity, resilience, and recovery capabilities.



Digital Governance & AI

Established a foundation for future innovation while ensuring appropriate governance and oversight.

MRS. CLAUS



|| CAMPAIGN IMPACT

Gift cards for food, essentials, and toys for children. Fulfilling holiday wishes and bringing essential, inner warmth to York Region families experiencing severe hardships. Connected with **Healthy Babies Healthy Children**.

30+
FAMILIES

\$20K+
RAISED

\$1K+
STAFF GIVING

♥ THE HEART OF THE PROGRAM

Providing critical support directly to hardworking families stretching tight holiday budgets.

"For a single parent managing a child's complex developmental and medical needs, we carry the load when it is needed most."



Meet Our Senior Leadership Team



Darcy MacCallum
CEO



Leisa Nunes
Senior Director,
People and Culture



Ian Ritchie
Senior Director, Immigrant
Services and Business
Development



Eric Chen
Senior Director, Finance



Carol Taun
Senior Director,
Early Years Services



Ying Lu
Director,
Family Justice Services



Ajlal Haider
Senior Director, IT

FINANCIAL SUMMARY

TOTAL OPERATING REVENUE

\$8,314,384

TOTAL OPERATING EXPENSES

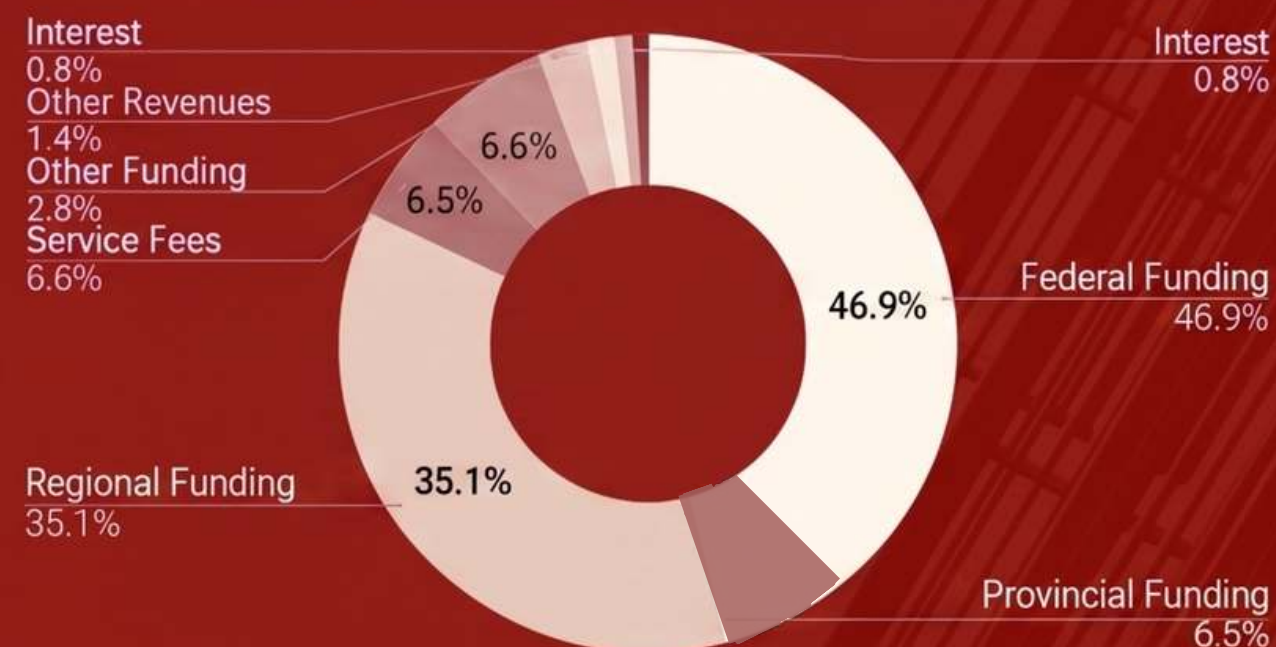
\$8,262,055

NET OPERATING SURPLUS

\$50,293

Includes \$2,036 corporate income tax provision

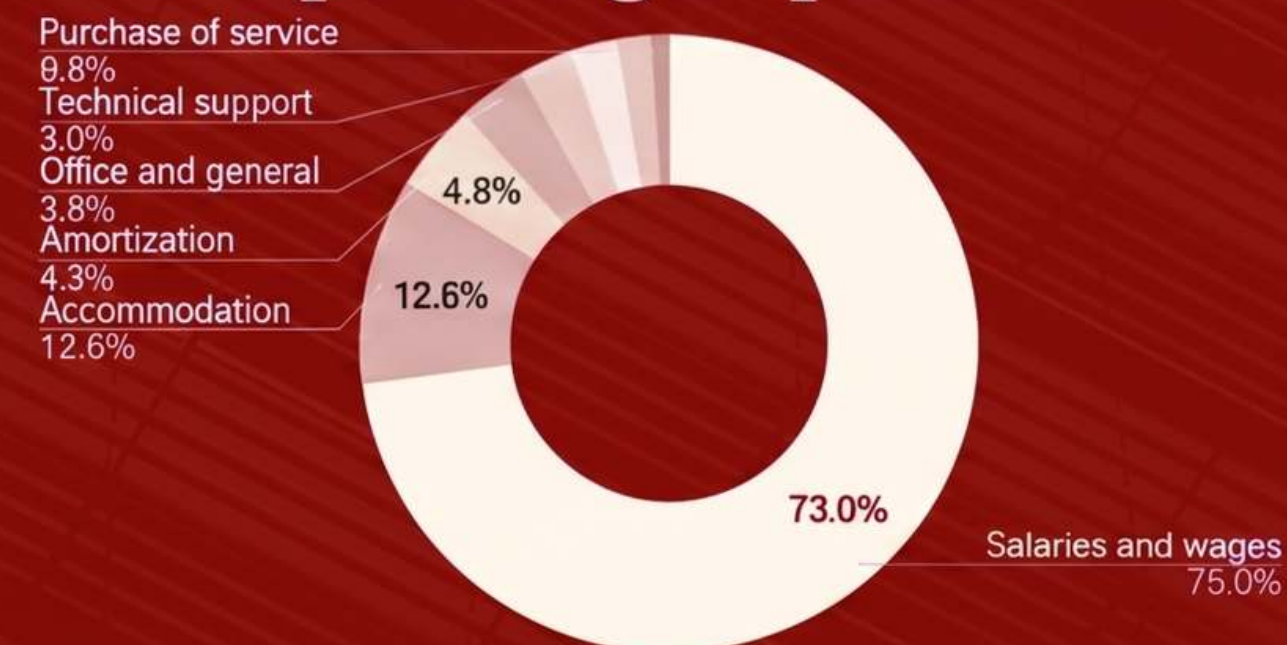
Revenue Portfolio



Revenue Portfolio

Government Funding:	\$7,351,383 (88.4%)
↳ Federal Funding:	\$3,899,975 (46.9%)
↳ Regional Funding:	\$2,914,065 (35.1%)
↳ Provincial Funding:	\$537,343 (6.5%)
Service Fees:	\$550,419 (6.8%)
Other Funding:	\$229,060 (2.8%)
Other Revenues:	\$115,658 (1.4%)
Interest:	\$67,864 (0.8%)

Operating Expenses



Operating Expenses

Salaries and wages:	\$6,029,515 (73.0%)
Accommodation:	\$1,042,078 (12.6%)
Amortization:	\$393,579 (4.8%)
Office and general:	\$317,912 (3.8%)
Program costs:	\$245,189 (3.0%)
Technical support:	\$167,189 (2.0%)
Purchase of service:	\$66,593 (0.8%)

Looking Ahead: Our 2030 Vision

Coordinated Systems

Seamlessly secure resources.
Consistent, human-centered practices.
Cross-trained departments.



Positive Work Culture

Embed EDI, Truth & Reconciliation, and psychological safety.
Employer of Choice.



External Reputation

Refreshed brand.
Trusted collaborator.
Strategic input by government and partners.



Adaptable Infrastructure

Cyber-secure IT. Robust governance policies.
Scalable for growth.



▶ 2030

2030 ◀

We express our deep gratitude and genuine appreciation for your steadfast support throughout our journey. Your trust and commitment have been crucial in helping us serve our communities effectively and create a meaningful impact.

As we progress on this shared path, we eagerly anticipate the future, bolstered by your unwavering support. Together, we will confidently move forward, prepared to tackle challenges and embrace opportunities, all while staying true to our mission and values.

A Special Thanks to our SEC Board Members

Al Duffy
(Chair)

Vinnie Berman
(Vice-Chair)

Jennifer Zhang
(Treasurer)

Isabel Giraldo
(Director)

Richard Lecours
(Director)

Michael Raffa
(Director)



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada



Employment and
Social Development Canada

Emploi et
Développement social Canada



Ministry of
Children, Community &
Social Services



Ministry of Labour,
Training and Skills
Development

Ontario
Trillium
Foundation



Fondation
Trillium
de l'Ontario

