
2022-2023 Annual Report



Building Blocks for Child Care

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Acknowledgement

B2C2 recognizes that its work, and the work of its community partners, takes place on traditional Indigenous territories across the province. We acknowledge that there are 46 treaties and other agreements, including unceded land, that cover the territory now called Ontario. We are thankful to be able to work and live in these territories. We are thankful to the First Nations, Metis, and Inuit people who have cared for these territories since time immemorial and who continue to contribute to the strength of Ontario and all communities across the province. B2C2 is honoured to collaborate with Indigenous child care providers, families, and communities throughout the various territories. B2C2 also respects the calls for action of the Truth and Reconciliation Commission and their significance to early childhood education and policy. We share respect for the rights of, and Canada's obligations to, Indigenous peoples.

an introduction to B2C2 in 2022-2023.

1.0 About B2C2

Chair's Report

I'm pleased to introduce that Building Blocks for Child Care (B2C2) has pledged to provide support to the expansion of public and non-profit child care in Ontario. This is an unprecedented time in Canada as the federal government has invested and signed agreements with all provinces and territories to establish a Canada-Wide Early Learning and Child Care (CWELCC) system, with parent fees going down to an average of \$10 per day by 2025-26. This initiative was cause for great celebration across Canada.



The Canada-Ontario agreement signed in March of 2022 committed to building “a community-based system of quality, licensed early learning and child care, aiming for all families to have access to high-quality, affordable, flexible and inclusive early learning and child care no matter where they live” and “creating more high-quality, affordable licensed child care spaces, predominately through not-for-profit licensed child care providers.” Ontario announced its plan to expand licensed spaces by 86,000 spaces by March 2026, of which at least 70% are targeted for the public/non-profit sector and 30% in the for-profit sector.

In Ontario, municipal service system managers are responsible for the planning and implementation of the system. In Spring 2023, The Ministry of Education

announced the space allocations for every municipality in the province. Growth has been planned and communicated but unfortunately, the tools and funding for implementation in the non-profit sector are absent.

In the summer of 2022, B2C2 conducted a randomized controlled survey of child care operators across the province. The responses were clear. Most centres were emphatic about the fact that they were willing to expand but pointed out that they were already struggling to keep and recruit staff – primarily due to the low wages and lack of benefits - and that without capital funding, they could not see how it would be possible to contemplate expansion. This view was reinforced by a paper that B2C2 commissioned from the economist, Gordon Cleveland, suggesting that if the program is to be successful, key policy initiatives would be necessary, including:

- ✓ A capital program so that non-profit child care centres could engage in new construction of spaces;
- ✓ Government support for higher wages for ECEs and other centre staff;
- ✓ A clear “funding formula” to enable centres to be confident about future revenues.

There was limited activity on expansion in Ontario in 2022-23. Most of the expansion that occurred was already “in the pipeline” and only the brave-of-heart with boards willing to take risks were venturing in that direction. As a result, B2C2 has been concentrating on building resources to assist non-profit centres to expand once the policy barriers have been lifted. We produced several workshops on the “how-to’s” of expansion and began to plan a Toolkit to be widely distributed to assist centres in the longer term.

Please sign up for our Newsletter and get in touch if you are ready to expand. B2C2 is ready to assist!

Mission

- 1 To **strengthen and expand** the quality and operating capacity of the existing non-profit and public early learning and child care sector in Ontario.
- 2 To expedite the growth and **development of new** not-for-profit early learning and child care programs.
- 3 To build a **network** of non-profit and public service providers to advance the interests of children, families, child care providers and early childhood educators in the public and not-for-profit sector.
- 4 To **collaborate and partner** with municipalities, school boards, local experts and supportive local agencies to maximize opportunities for strengthening stability and promoting growth in the sector.

Values & Beliefs

High Quality

Children thrive in enriching environments.

Central to high quality are the highly-skilled staff, with only a few children for every adult. Quality exists when children can engage with people who foster important and meaningful relationships with every child and their family. It depends on the ECEs who understand and demonstrate inclusive best practices and culturally-appropriate programs, and create conditions for learning and healthy child development, in welcoming places and well-designed spaces.

Public and Non-Profit Services

A strong, high-quality system must be built on not-for-profit and public Early Learning and Child Care (ELCC). Leading research and policy reports demonstrate the importance of not-for-profit delivery of services as a critical underpinning of quality services.

Diversity, Equity and Inclusion

A universal, publicly accountable system must include as its cornerstones, diversity, equity, and inclusion in order to meet the needs of children, families, and the early learning workforce. Black, Indigenous, and People of Colour (BIPOC), the Disability community and their representatives must be prioritized in the processes and outcomes of a renewed system. Parents too must have a voice.

Shared Commitment to System Principles and Decent Work

We share the commitment of the Ontario Coalition for Better Child Care (OCBCC) and The Association for Early Childhood Educators Ontario (AECEO) and other organizations, to work towards creating a universal system of public and not-for-profit services that are inclusive, developmental, accessible, and affordable for all children and families, with decent working conditions, fair compensation, and professional recognition for those working in the sector.

Working Together Works

We must build on the strengths of the early learning and child care sector across Ontario, and work through collaboration and collective intelligence to focus our efforts, share expertise and resources to achieve our collective goals – and the vision for ELCC contained in the 2021 Federal budget.



people drawn from groups whose needs have not been well reflected in the profile of early learning and child care.

2.0 B2C2 People

Board of Directors

Susan Colley **President and Chair of the Board**

Sue Colley, VP, Cleveland Consulting: Early Learning and Child Care, has been a recognized leader and innovator in the development of co-op housing for seniors, in the health sector, and in the field of early learning and child care over the last 40 years. She brings people together and leads them to find solutions. She was a key founder of Action Day Care and the first Executive Director of the Ontario Child Care Coalition. She has played an important role in major studies of child care policy and programs for the University of Toronto, the City of Toronto, and the Province of Ontario. Sue is currently the Secretary-Treasurer of Rise Up, a digital archive of feminist activism in Canada from the 1970s to the 1990s. She has an M.B.A. from Edinburgh Business School.

Gail R. Hunter **Vice-President**

Gail's early career in the sector included positions of Early Childhood Educator, Child Care Supervisor, and Toronto District School Board Child Care Advisor. Gail is in her 31st year at George Brown College as a Professor/Coordinator of ECE. During this time, she was instrumental in bringing to fruition two new programs: the Winter Intake ECE Diploma and the Early Childhood Leadership Honours Degree. On top of her teaching, Gail played a pivotal role in establishing the George Brown and P.A.C.E. (Project for Advancement of Childhood Education) relationship. This relationship blossomed into an ongoing joint Jamaica–George Brown affiliation. Gail has been a P.A.C.E. board member for the past 6 years. Gail sits on the Anti-Racism and Equity Committee at George Brown College and facilitates Anti-Racism workshops for Child Care Centres. In addition to this, Gail continues to be part of the team that developed and started the Africentric Early Childhood Education Diploma in Nova Scotia. Most recently, Gail developed a series of Anti-Racism workshops for the Nova Scotia Ministry of Education to be delivered to Early Childhood Educators across the province.

Sheila Olan-Maclean **Treasurer**

Sheila Olan-Maclean is a value-based leader with over 40 years' experience in the early learning and child care field. Drawing from her various roles as educator, resource teacher, executive director, and presently CEO of Compass Early Learning and Care, she believes in authentic co-leadership practices that prepare a space where every human can be their best selves. Her life's work is dedicated to advocacy, and as President of the Ontario Coalition for Better Child Care, she works collaboratively with child care partners to find solutions that work best for children, families, colleagues, and our communities.

Kim Hiscott **Secretary**

Kim Hiscott, RECE, is the executive director of Andrew Fleck Children's Services, a multi-service/multi-site not-for-profit agency that has been serving Ottawa's families since 1911. She has had several opportunities throughout her career to establish not-for-profit early learning and child care agencies and sites, including new construction projects and renovations of existing spaces. Kim strongly believes that the quality of the spaces, both inside and outside, matters and that Early Childhood Educators have a lot to contribute to the design ideas. She has also sat on numerous provincial-wide Boards, including the Association of Early Childhood Educators and the Home Child Care Association of Ontario

Lorna Reid Director

Lorna served the fields of Early Learning and Child Care, Social Housing, and Adult Learning for over forty years. She is an alumna of U of Guelph and U of Toronto, OISE.

While supervising a multi-service agency's child care centre and implementing the York Early Identification Project, an enduring commitment to inclusion began. She was a TDSB child care advisor, supporting parent groups in all aspects of creating or expanding non-profit centres in schools. Lorna worked in municipal child care services in Toronto and Peel Region in increasingly senior roles. As director, she led the implementation of Best Start and oversaw the Social Housing Renovation and Retrofit Program.

Lorna taught, sat on ECE Program Advisory Committees and provided placement opportunities. She served on numerous committees, boards, and task forces. After retirement, Lorna returned to U of Guelph as a director.

Now a grandmother, Lorna's vision remains: systems in which all children and families can access high-quality early learning and services that they need or want.



Advisory Board

Building Blocks for Child Care has created an active and engaged Advisory Working Group. In addition to the Board of Directors, this Group comprises ten individuals with expertise in a variety of capacities and from different regions of the province, including rural Ontario. It includes representation from centre early learning and child care, home child care, a college professor with expertise in the needs of Early Childhood Educators, leaders in Canadian Union of Postal Workers who have dedicated over 30 years to build flexible early learning and child care models for their members across Canada; the expertise from the YWCA – a key voice of women in the country, academics, researchers, executive directors of existing multi-service programs, representatives from the Ontario Coalition for Better Child Care, a long-standing organization with contacts in every corner of the province. Our advisors are drawn from groups whose needs have not been well reflected in the profile of early learning and child care programs so far, as well as administrators and financial experts.

Shellie Bird **Child Care Co-ordinator,** **Canadian Union of** **Postal Workers**

Shellie Bird is the CUPW National Child Care Coordinator. She has worked in this position since 2015. Shellie is a parent and grandparent. She believes that her work in the trade union and child care movements, advocating for early learning and child care is critical for women and for young families and their children. Shellie brings with her a wealth of knowledge and experience, both within the child care and the trade union movements. She worked for twenty-years in a small not-for-profit child care centre in downtown Ottawa.

At this time, she was active in her union and went on to become the Union Education Officer of the Canadian Union of Public Employees (CUPE) Local 2204. In this role, she represented over 300 early childhood educators and child care workers in the City of Ottawa. Shellie has been active at the local, provincial, and national levels advocating for affordable and accessible early learning and care for all children for 35 years. In this time, she has sat on local child care coalitions, taken on leadership positions at provincial and national advocacy organizations. She has been a board member of the Child Care Advocacy Association for over 10 years. She takes her child care activism into the work of her union. She has been active on provincial divisions and union women and child care committees and is now a member of the CUPE National Child Care Working Group.

Sarah Boesveld

YWCA

Sarah is passionate about gender equity issues and sees the chance to build a universal, affordable, not-for-profit child care system as a major step in achieving a more equitable society for all. She is also a freelance writer and a former staff journalist for outlets including Chatelaine magazine, The National Post, and The Globe & Mail. She is also a mom.

Sylvie Charron

Agente de liaison à l'association francophone à l'éducation des services à l'enfance de l'Ontario (AFÉSEO)

As a liaison officer with AFÉSEO, Sylvie builds and maintains strong relationships that foster effective communication and collaboration between diverse partners. Her background as an educator and director of a children's service has equipped her with the knowledge, skills, and insight needed to connect people and support shared goals. She is committed to creating meaningful partnerships that strengthen our community and advance the mission of AFÉSEO.

Robert Froom

Retired, founder of CSV Architects

During Robert's 40-year career in the field of architecture, he took particular interest in the design of child care centres, including various projects for the City of Ottawa, Ottawa school boards, and Andrew Fleck Children's Services. Robert has served on numerous not-for-profit boards, including the Canadian Hearing Society Eastern Ontario Advisory Board (1992-1995), CNIB Deafblind Community Services Board (2016 – 2020), CNIB Lake Joseph Centre Advisory Board (2015-present), and Andrew Fleck Children's Services (current).

Zeenat Janmohamed **Academic Chair, George** **Brown College**

Dr. Zeenat Janmohamed is the Executive Director and Senior Policy Analyst at the Atkinson Centre. Zeenat has a long history in partnership development with government, community organizations and post-secondary institutions. Zeenat is involved in policy development and research, media, and government relations. She has held faculty positions in the School of Early Childhood at George Brown College, Toronto Metropolitan University, and at the Dr. Eric Jackman Institute of Child Studies at the University of Toronto. Zeenat has supported the evaluation of programs across Canada and globally.

As the former Academic Chair of the School of Social and Community Services and the School of Deaf and Deafblind Studies at George Brown College, Dr. Janmohamed was responsible for the academic oversight of nine programs. She has a strong commitment to diversity, equity, and anti-oppressive practice in education. Dr. Janmohamed completed her PhD in the Department of Leadership, Higher & Adult Education at OISE, University of Toronto.

Jamie Kass **Director, Child Care Now**

Retired after twenty years as the Canadian Union of Postal Workers' Child Care Coordinator, Jamie continues to be an advocate for a universal public and not-for-profit child care system. Her experience includes being a founding member of the Child Care Human Resources Sector Council, Ontario Best Start Expert Panel on Wages and Working Conditions, co-chair of the Canadian Union of Public Employees National Child Care Working Group, and other advisory committees. Jamie's experience as an educator and union activist includes the development of not-for-profit, extended hours child care programs across Canada.

Elise Patterson

Qualified RECE, ELCC degree student at George Brown College

Elise Patterson started her academic journey with Western University, where she attained a degree in Linguistic Anthropology before completing her degree in Early Childhood Leadership at George Brown College. She has over nine years of experience working in the early years.

After attaining her Diploma in Early Childhood Education, Elise began working as a RECE for George Brown Lab Schools. Elise's passion for equity and inclusion has motivated her to become involved in several anti-racist initiatives. Elise is a member of the BLACK in the Early Years Anti-Racism Work Group that provides recommendations to Toronto Children's Services related to professional learning strategy on anti-Black racism in the early years. In addition, Elise co-facilitated the advocacy project "@UWOMinorityStories" on Instagram and used her linguistic knowledge for script editing with the "Let's Talk About Race" VR learning modules with George Brown College and BodySwaps. Currently, Elise has begun working on a Land-Based Learning Research Project with George Brown College as a response to the Truth and Reconciliation Commission's recommendations to bring Indigenous perspectives into Canadian education.

Dale Regan

Retired Manager Director, Co-op Housing Federation of Canada

Dale is retired from a career in senior manager positions in Ontario public and/or nonprofit co-op housing organizations. His work focused on creating capacity, resources, services, infrastructure, and legislation to support the development and long-term successful operation of housing co-ops. Dale believes that this experience can help inform the work of B2C2 at this historic moment for child care in Ontario, when developing capacity and supports will be critical.

Petr Varmuza

Retired Director at Toronto Children's Services

Petr is a retired public servant with the City of Toronto, from the position of Director of Operational Effectiveness, City of Toronto Children's Services. He was responsible for policy, service planning, and an annual operating budget of more than \$400 million. Petr received a PhD in 2020 from OISE, University of Toronto. Petr works as a research assistant with Michal Perlman at OISE.

Dan Wise

Director, Programs, Today's Family

Throughout Dan's 30+ year career to date, he has advanced significant program opportunities in the charitable sector locally, provincially, and nationally for those traditionally facing marginalization and underrepresentation – including children, youth, newcomers, first in family to participate in PSE, and those entering or re-entering the workforce.

Dan's child care experience deepened during his tenure as Senior Director, Children and Families with the Learning Enrichment Foundation, where he stewarded 33 licensed child care centres through the pandemic and the early days of the CWELCC Agreement implementation. Currently, Dan is part of the senior leadership team as Director, Programs at Today's Family, supporting both licensed group and home child care, EarlyON centres, and summer camps.

Dan believes this is a significant 'moment in time' to build a strong foundation for children to access inclusive, quality child care, and for educators to be acknowledged as the professional, nurturing, and experienced leaders they are. In addition to supporting the work of Building Blocks for Child Care as an advisor, Dan sits on the Board of Directors of Family Day Care Services, a 170+ year-old charity offering licensed home and group care, and Early ON centres in Toronto, Peel, and York Regions.

Communications Staff

Tara Cleveland Director of Communications

Tara Cleveland joined B2C2 as the Director of Communications and is responsible for all our external communications: the website, social media, the newsletter (monthly usually), slides, surveys, information spreadsheet, presentations, reports, and everything that needs to be well-designed and “branded”.



Summer Staff

B2C2 applied for and received a grant from Canada Summer Jobs in the summer of 2022. We were able to hire four staff for eight weeks each:

- ✔ **Simran Dhunna** – Social Policy Researcher
- ✔ **Jennifer Gao** – Communications Assistant
- ✔ **Elise Patterson** – Administrative Assistant
- ✔ **Calpanaa Jegatheeswaran** – Social Policy Researcher

Each and every one of them provided invaluable assistance in establishing our newsletter and social media links. In the second half of the summer, the emphasis shifted to surveying expansion in child care centres in Ontario. The staff were instrumental in developing, conducting, analyzing and producing a randomized-controlled survey of non-profit operators in Ontario. This involved detailed work in preparing the sample, developing interview questions, pre-testing the questionnaire, distributing the sample, conducting interviews with large multi-site operators, analyzing the results and preparing a comprehensive report: [How to Remove the Barriers to Expansion](#). The experience was extremely positive, and we're hopeful that we will get more young employees in 2023.

what we did in 2022-2023.

3.0 Program Highlights

5

toolkit modules

Child Care Expansion Toolkit

Initial plans to develop a Toolkit based on the capital development experiences of the Andrew Fleck Children's Centre got underway. Planning resulted in the overall design of the "Toolkit" with the following features and content:

- ✔ **Module 1- Planning Your Expansion Project**
This module will include how to prepare your board of directors, how to initiate and guide strategic planning, writing business plans, communicating with stakeholders, finding funding, and talking with local service system managers.
- ✔ **Module 2-Project Preparations and Logistics**
This module addresses the next stage, once the initial planning for the project has been completed. It includes finding a location, securing an architect, completing the design stage, Class D estimates, and more.
- ✔ **Module 3- Building Phase**
The third module tackles the challenges of the building phase of a project and includes dealing with building permits, the tender process, and how each specialized trade and profession works together to build the project.
- ✔ **Module 4-Ministry of Education Requirements**
This module outlines the requirements for licensing and the collection and preparation of documents for the Ministry of Education.
- ✔ **Module 5- Launching the Expansion**
This is the final phase of any expansion project and includes procuring equipment and materials, inspections & deliveries, onboarding of staff. and integrating new children.

Service System Manager Outreach

Outreach has featured prominently in the work of B2C2 this year. In February and March, we held virtual meetings with 24 of the 47 Service System Managers in the province. It was striking that every Service System Manager commented on staff shortages and lack of capital as barriers to expansion. These are universal concerns without obvious answers. Of these, staffing is the greatest challenge to expansion as well as day-to-day operations.

Space Calculator

Design, development, and production of a Space Calculator so that those planning expansion can find a good building, and they can easily plug in the numbers to make sure it meets all the space requirements.

Workshops

B2C2 delivered its first webinar on January 5, 2023 with over 100 participants, on the Future of Early Learning and Child Care Expansion in Ontario. The discussion was moderated by Zeenat Janmohamed, with the following panellists: Kim Hiscott, Andrew Fleck Children's Centre, Ottawa, Dr. Gordon Cleveland, Professor Emeritus, University of Toronto and Susan Colley, Building Blocks for Child Care (B2C2). The panel focused on the need for non-profit expansion under CWELCC and how the expansion plans of non-profit centres could be supported.

100
workshop
participants

Communications

Website Creation

Development of the Website to disseminate resources and information about the expansion of early learning and child care programs, www.b2c2.ca

Research & Reports

[How to Remove the Barriers to Child Care Expansion](#)

What the Child Care Practitioners have to say about Expansion Prospects. In September 2022, B2C2 conducted a Survey of non-profit and public child care licensees across the province of Ontario.

[How to Make Child Care Expansion Happen in Ontario](#)

In collaboration with B2C2, Dr. Gordon Cleveland has written a primer on what Ontario should do to make sure that not-for-profit and public child care have the support necessary to expand. It offers 10 key recommendations and some good discussion of what's wrong with Ontario's current approach.

**the numbers for
2022-2023.**

4.0 Financial Information

Statement of Financial Position

Building Blocks For Child Care: The Canadian Development Agency For Early Learning And Child Care Services, Inc. Year ended March 31, 2023

	MARCH 31, 2023	MARCH 31, 2022
ASSETS		
CURRENT		
Cash and Cash Equivalents	\$ 214,050	\$ 14,705
Investment	100,685	-
	\$ 314,735	\$ 14,705
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable and accrued liabilities	\$ 14,189	-
Deferred contributions	301,826	-
	316,015	-
NET ASSETS	(1,280)	14,705
	\$ 314,735	14,705

Statement of Revenues and Expenditures

Building Blocks For Child Care: The Canadian Development Agency For Early Learning And Child Care Services, Inc. Year ended March 31, 2023

	MARCH 31, 2023	MARCH 31, 2022
REVENUE		
Grants	\$ 51,928	\$ 25,000
Donations	2,600	-
Investment income	2,447	-
	\$ 56,975	\$ 25,000
EXPENSES		
Program expenses	\$ 30,426	\$ 9,287
Salaries and wages	23,839	-
Professional Fees	8,000	-
Office and general	4,854	350
Fundraising Expense	2,819	-
Interest and bank charges	949	10
Communications	848	-
Insurance	826	-
Telecommunications	399	648
	72,960	10,295
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	\$ (15,985)	\$ 14,705

Funder Acknowledgments

Building Blocks for Child Care would like to express our thanks to the Canadian Union of Postal Workers, who made the revival of the organization possible with a grant of \$25,000 in 2022-2023.

Building Blocks for Child Care would also like to thank the McConnell Foundation for granting the organization \$300,000 over two years from 2022 to 2024.



