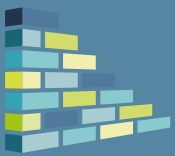

2024-2025 Annual Report

Building the Foundations of Expansion



Building Blocks for Child Care

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Land Acknowledgement

Building Blocks for Child Care (B2C2) recognizes that its work, and the work of its community partners, takes place on traditional Indigenous territories across the province.

We acknowledge that 46 treaties and other agreements, including areas of unceded land, cover the territory now known as Ontario. We are grateful to live and work on these lands and acknowledge the First Nations, Métis, and Inuit peoples who have cared for these territories since time immemorial and who continue to contribute to the strength and vitality of communities across the province.

B2C2 is honoured to collaborate with Indigenous child care providers, families, and communities throughout the various territories of Ontario.

We also recognize the Calls to Action of the Truth and Reconciliation Commission and their significance for early childhood education and child care policy. B2C2 affirms its respect for the rights of Indigenous peoples and Canada's obligations to uphold those rights.

Building Blocks for Child Care (B2C2) supports the growth of Ontario's non-profit child care sector by combining practical expansion expertise with research, policy leadership, and sector collaboration.

1.0 About B2C2

Chair's Report

Over the past several years, Canada has made historic progress toward building a universal early learning and child care system. With the introduction of the Canada-wide Early Learning and Child Care (CWELCC) program and the commitment to \$10-a-day child care, governments across the country are now focused on the next major challenge: expanding high-quality non-profit child care spaces so that more families can benefit.

In this evolving landscape, Building Blocks for Child Care (B2C2) plays an important role. By combining practical experience with research, sector collaboration, and policy development, B2C2 helps communities, organizations, and governments address the structural barriers that limit the growth of non-profit child care in Ontario.

During the past year B2C2 coordinated sector responses to CWELCC funding guidelines, conducted a province-wide survey on expansion barriers, and supported community organizations seeking to develop new child care centres.

Canada's commitment to \$10-a-day child care represents one of the most important social policy developments in a generation. Yet realizing the full promise of this system will require sustained effort. Expanding high-quality non-profit child care will depend on continued investments in infrastructure, workforce stability, and practical mechanisms that enable communities to build and expand child care centres.



Sue Colley

Chair, Board of Directors
Building Blocks for Child Care (B2C2)

The Year in Numbers

modular centres advancing in Ontario	2	1	major policy report released (Seamless Day)
reports written	5	1	federal infrastructure financing proposal developed
province-wide operator survey completed	1	105	social media posts
newsletters delivered	10	36	news articles on our website
summer research staff hired	6	2	webinars organized
child care equal pay campaign begun	1	415	new subscribers to our newsletter

B2C2 At A Glance

Focus

Advancing the expansion and sustainability of non-profit and public early learning and child care across Ontario.

Core Areas of Work

- 1 Expansion support for community-based child care development
- 2 Research and policy development
- 3 Sector collaboration and leadership
- 4 Infrastructure and financing solutions
- 5 Workforce and system policy
- 6 System innovation, including modular child care models



Mandate

B2C2 works to expand and preserve accessible, affordable, high-quality non-profit and public early learning and child care across Ontario.

Values & Beliefs

- ✔ High-quality child care
- ✔ Public and non-profit services
- ✔ Diversity, equity, and inclusion
- ✔ Commitment to decent work
- ✔ Sector collaboration

Mission

- ✔ Strengthen the quality and operating capacity of existing non-profit and public programs
- ✔ Expedite the development of new non-profit child care services
- ✔ Build networks of non-profit and public service providers
- ✔ Collaborate with municipalities, school boards, and community partners

Strategic Priorities

- ✔ Expanding non-profit child care spaces
- ✔ Advancing infrastructure and financing solutions
- ✔ Strengthening policy and system design
- ✔ Supporting a strong early childhood workforce

Why Non-Profit Child Care Matters

Research in Canada and internationally consistently shows that non-profit and public child care systems provide stronger outcomes for children and families. Non-profit delivery supports higher quality programs, reinvestment of resources into services, stronger workforce stability, and greater public accountability. (OECD, Cleveland & Krashinsky, Rapport du vérificateur general du Québec à l'Assemblée Nationale (2023-2024))

For these reasons, public policy frameworks—including Canada's Canada-wide Early Learning and Child Care system (CWELCC)—prioritize the development of non-profit and public child care services.



Impact Snapshot

Strengthening Child Care Expansion

- ✔ Modular child care development model introduced to Ontario municipalities
- ✔ Two modular child care centres advancing in Waterloo Region
- ✔ Advisory support to community organizations developing new child care centres
- ✔ Workshops supporting culturally specific child care initiatives

Producing Evidence to Inform Policy

- ✔ The Seamless Day Project 2024–2025: Bridging Education and Care report
- ✔ Province-wide survey documenting expansion barriers
- ✔ Policy framework developed for the \$1-billion CMHC child care loan program

Advancing System-Level Solutions

- ✔ Policy leadership on child care infrastructure financing
- ✔ Coordinated sector response to the CWELCC funding formula
- ✔ Coalition initiated examining pay equity in the workforce

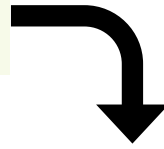
Convening the Sector

- ✔ Webinar translating research into policy dialogue
- ✔ Presentations to the National Advisory Council on Early Learning and Child Care
- ✔ Ongoing sector engagement through newsletters and alerts

Theory of Change

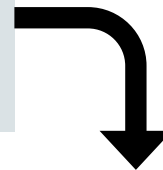
Sector Challenges

- ✔ Capital financing barriers
- ✔ Regulatory complexity
- ✔ Workforce instability
- ✔ Limited expansion mechanisms
- ✔ Weak education-child care integration



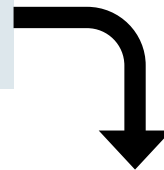
B2C2 Activities

- ✔ Research and policy analysis
- ✔ Sector convening and coalition work
- ✔ Expansion support for non-profit operators
- ✔ Development of innovative infrastructure solutions



System Outcomes

- ✔ More non-profit child care centres
- ✔ Improved financing tools
- ✔ Stronger policy frameworks
- ✔ Greater workforce stability



Long-Term Impact

A sustainable system of high-quality, affordable non-profit child care for all families in Ontario.

B2C2 Work Framework

B2C2's work is organized around four interconnected areas.

Expansion Projects

Supporting communities and organizations to develop new non-profit child care centres.

Research & Reports

Producing evidence and analysis to identify barriers and inform policy solutions.

Strategic Positioning

Advancing structural policy solutions through research, advocacy, and sector leadership.

Communications

Sharing knowledge, engaging the sector, and translating research into action.

Advancing System-Level Solutions

- ✔ Policy leadership on child care infrastructure financing
- ✔ Coordinated sector response to the CWELCC funding formula
- ✔ Coalition initiated examining pay equity in the workforce

Convening the Sector

- ✔ Webinar translating research into policy dialogue
- ✔ Presentations to the National Advisory Council on Early Learning and Child Care
- ✔ Ongoing sector engagement through newsletters and alerts

2.0 Program Highlights

Introduction

Throughout 2024–2025, Building Blocks for Child Care (B2C2) focused on advancing system-level solutions to expand non-profit and public child care, improve workforce conditions, and remove structural barriers that continue to constrain growth across Ontario.

The organization’s work combined research, policy development, sector convening, and hands-on knowledge transfer grounded in the lived experience of child care operators and communities.

Expansion Projects

Ontario’s child care expansion goals cannot be achieved without practical mechanisms that help communities develop new non-profit child care centres.

While CWELCC has reduced parent fees, expansion of licensed non-profit child care spaces has lagged behind demand due to capital financing barriers, workforce shortages, and complex development processes.

B2C2 worked directly with communities and operators to advance practical solutions to increase the supply of non-profit child care spaces.

B2C2 also facilitated cross-jurisdictional learning and innovation. In April 2024, B2C2 leaders visited Manitoba to study a rapid modular child care initiative that delivered 22 stand-alone centres within one year. Modular construction offers the potential to significantly accelerate the development of child care centres while reducing construction costs and timelines.

Inspired by this model, B2C2 promoted modular child care development through municipal networks in Ontario. A sector webinar on Exploring Modular Child Care generated strong interest, and by 2025 two modular child care centres were advancing in Waterloo Region.

B2C2 also delivered workshops on developing culturally specific child care programs and continued to advise community organizations seeking to establish new child care services.

Research & Reports

B2C2 produced several research and policy initiatives during the year.

Through the Seamless Day Committee, B2C2 produced **The Seamless Day Project 2024–2025: Bridging Education and Care**, examining opportunities to better integrate education and child care throughout the school-age day.

B2C2 also conducted **a province-wide survey of licensed child care operators** documenting financial, regulatory, and capital barriers to expansion.

In response to the federal government's commitment to a **\$1-billion CMHC loan program**, B2C2 produced a policy paper proposing a model combining seed development grants and long-term low-interest loans to support non-profit child care infrastructure.

Strategic Positioning

B2C2 continued to play an important role as a sector convenor and policy voice, helping to coordinate evidence-based responses to major system reforms underway in Ontario's child care sector.

The organization engaged extensively in sector discussions related to Ontario's **CWELCC funding formula**, emphasizing the need for a transparent wage grid and sustainable operating funding.

Working with Compass Early Learning and Care, B2C2 helped coordinate sector feedback and produced the **CWELCC Funding Formula Issues and Solutions Prioritization Report**, endorsed by multiple organizations.

B2C2 also helped initiate a provincial coalition examining **pay equity as a potential policy solution** to systemic gender discrimination in the child care workforce.

What Makes B2C2 Unique?

B2C2 occupies a distinctive role in Ontario's child care sector by combining practical expansion expertise with policy leadership.

The organization bridges community development, sector collaboration, and policy innovation, enabling it to support both on-the-ground expansion initiatives and system-level solutions.

Communications

B2C2 prioritized knowledge sharing and sector engagement throughout the year.

Following the release of **The Seamless Day Project**, B2C2 hosted a webinar bringing together practitioners, researchers, and policymakers.

Regular **newsletters, policy alerts, and social media updates** ensured ongoing communication with the sector.

We also worked with the Service System Managers in municipalities across Ontario and experts from sectors not directly related to child care, such as:

- ✔ The Co-op Housing Federation
- ✔ Retired teachers
- ✔ Investment consultants
- ✔ Community college and university colleagues
- ✔ Sector colleagues across Canada and Quebec

Through these ongoing networks, meetings, and collaborations, awareness about B2C2 and its reputation has spread.

Conclusion

B2C2's 2024–2025 activities reflect a deliberate strategy: combining practical sector experience with research, coalition-building, and policy development to address the interconnected challenges of expansion, financing, workforce equity, and system design.

Through this work, B2C2 continues to strengthen its role as both a trusted sector convenor and a credible policy voice advancing the expansion of non-profit child care across Ontario.

Looking Ahead: 2025–2026 Priorities

B2C2 will continue to focus on:

- ✔ advancing capital financing solutions for non-profit child care infrastructure
- ✔ supporting modular child care expansion initiatives
- ✔ strengthening workforce policy through sector collaboration
- ✔ contributing research and policy analysis on system design and integration

3.0 B2C2 People

Board of Directors

Susan Colley **Co-founder and President**

Sue has been active in the child care movement since 1975. She was also recognized as a leader and innovator in the development of co-op housing for seniors, in the health sector, and in 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 also 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 **Co-founder and 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 **Co-founder and Board Director**

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 **Co-founder and 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

Treasurer

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 an active and engaged Advisory Working Group. In addition to the Board of Directors, this Group comprises twenty-one individuals with expertise in a variety of capacities and from different regions of the province, including rural Ontario.

Emis Akbari **Executive Director, Atkinson Centre**

Emis Akbari is the Executive Director of the Atkinson Centre and a Professor and Program Coordinator at the School of Early Childhood at George Brown College. Her initial research examined issues surrounding early-life adversity and brain and behavioural development in animal models. Her current research evaluates policy changes related to early childhood development and education across all levels of government. Dr. Akbari is the co-author of the Early Childhood Education Report. This report provides a snapshot of federal/provincial/territorial early education provisions. It also compares Canada to other developed economies. She is a member of the scientific advisory committee for the Encyclopedia on Early Childhood Development. She is a co-principal investigator on the Knowing Our Numbers Project, which examines the status of the ECE workforce in Ontario. She completed her Ph.D. in developmental behavioural neuroendocrinology in the Department of Psychology at the University of Toronto.

Neeka Barnes

Director, AFCS

Neeka Barnes has worked in the early learning and care field for 46 years. She has a diverse background that includes roles as a home child care provider and consultant, a life skills coach, a college professor, and a college program coordinator. For the past 17 years, she has worked as the Director at Andrew Fleck Children's Services.

She is excited and passionate about:

- ✔ Building partnerships
- ✔ Providing high-quality client-centric service
- ✔ Creating meaningful and joyful experiences for children and grandfriends
- ✔ Working with others who are committed to the values and vision of Andrew Fleck Children's Services

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.

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.



Patricia Chorney Rubin **Director of The School of Early Childhood, George Brown College**

Patricia Chorney Rubin is the Director of The School of Early Childhood at George Brown College, Toronto, which provides education to up to 1,000 students at a time in its post-secondary programs and employs 130 educators in its ECE centers.

Diane Daley **CEO Family Day Care Services**

Diane Daley is the CEO of Family Day Care Services, one of Toronto's largest and oldest not-for-profit, multi-site, multi-service, early learning childcare and family support agencies. Annually, the agency serves the needs of thousands of children and families across the Regional Municipalities of Peel, Metropolitan Toronto and York, offering a range of high-quality programs.

Diane has worked across the sector at all levels for more than 25 years and has extensive experience. She is passionate about access, equity and social inclusion. She advocates for promoting inclusive, high-quality early learning and childcare, and believes that families and communities thrive when their perspectives are included. Diane is a registered Early Childhood Educator with a BA in sociology, gender and family studies and an undergraduate certificate in women's studies.

Peter Frampton

Executive Director, Learning Enrichment Foundation

Peter Frampton joined the Learning Enrichment Foundation (LEF) in 1993 and has had a long history with LEF integrating enterprises, programs and initiatives that support the needs of the community and leverage the expertise of the organization.

As the Executive Director Peter is the CEO of LEF whose mandate is community economic development, employs 400 people, and has an annual budget of approximately \$30 million.

LEF's mission is to provide community responsive programs and services, which enable individuals and families to become valued contributors to their community's social and economic development.

Peter has been a member of the Board of Directors of The Canadian Community Economic Development Network (Chair of Membership Committee) and Telecommunities Canada. He has participated in various task forces, including the Federal Social Economy Advisory Task Force; Peter is the recipient of the Queen's Golden Jubilee Award

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).

Melissa Hilton

Early Learning and Child Care Manager

Melissa is an experienced Early Learning and Child Care Manager, having worked in child care and school board-operated early years programs. Responsible for ensuring that programs meet Ministry requirements as a leader of multi-site early years programs licensed under the Child Care and Early Years Act. A strong collaborator who partners with child care operators and school teams to provide services to families. Committed to supporting the ECE workforce and accessible and affordable child care for families. A part-time faculty member in the Bachelor of Early Learning Program Development at Conestoga College and mentor with the College of Early Childhood Educators, supporting students and RECEs.

Ariane Hotte

National Child Care Coordinator, Canadian Union of Postal Workers

Ariane Hotte is the National Child Care Coordinator for the Canadian Union of Postal Workers (CUPW), appointed in September 2024. With over a decade of experience in family resource programs, she has supported diverse families and navigated the evolving challenges of the early years sector.

Her work during the COVID-19 pandemic deepened her understanding of care and exposed critical gaps in Canada's care infrastructure—gaps that impact not only families but also the broader economy and worker well-being.

Ariane is dedicated to raising awareness among CUPW members about the importance of quality child care and its role in strong families, communities, and society. She is proud to continue the legacy of collaboration with the early childhood education sector and to help develop new opportunities for postal workers.

Based in Ottawa and a graduate of Algonquin College's Early Childhood Education program, Ariane draws inspiration from the city's green spaces. She sees a natural link between nature's nurturing power and the spirit of the child care movement. Ariane is committed to advancing public services that ensure every family has access to the care they need.

Julie Mathien

Childcare reform advocate and former public servant

Julie Mathien is a long-time childcare reform advocate and former public servant. She was an early member of the Campus Community Cooperative Daycare. Established in 1969, the collective developed the childcare centre at 12 Sussex Ave. at the St. George Campus of the University of Toronto. Now retired, Julie also had a long career working in the child care field. She initiated many new child care centres when she worked for the Toronto District School Board. Julie also worked in the Premier's Office of the Government of Ontario, followed by a lengthy stint in the Ontario Ministry of Children and Youth.

Benjamin Miller

Staff Lawyer, Nonprofit Law Ontario

Benjamin Miller (he/him) is a staff lawyer on the Nonprofit Law Ontario project, where he focuses on the legal needs of nonprofits and charities. Over the past 8 years, Benjamin has answered thousands of nonprofit law questions, developed and delivered hundreds of workshops, and developed online interactive tools, including a bylaw builder for the ONCA. Benjamin holds a JD and MPP from the University of Toronto and an MA in political theory from the University of Ottawa.

Christa O'Connor **CEO, Creative Beginnings Early Learning & Care**

Christa O'Connor, RECE, is a visionary leader and changemaker in the early childhood education sector, with over 25 years of experience championing high-quality, inclusive, and care-centred programs for children and families. As CEO of Creative Beginnings Early Learning & Care, Christa has led transformative organizational growth, including large-scale expansions, multi-site operations, and the implementation of pedagogical approaches rooted in relational care and respect for the child. She is a Prosci-certified change management professional known for her ability to navigate complex systems, influence policy, and build strong, values-driven teams. Christa serves as President of the Ontario Coalition for Better Childcare and Co-Chair of the Early Years Coalition in the Region of Waterloo, where she plays a leading role in provincial advocacy, funding reform, and sector collaboration. Beyond her professional accomplishments, Christa is a proud single mother. She and her son co-authored a heartfelt children's book about single-parent adoption, offering representation and a sense of connection to families on similar journeys. Her work—both personally and professionally—is driven by a deep commitment to equity, belonging, and the belief that every child deserves to be seen, heard, and celebrated.

Gail O'Donnell **Retired Project Manager**

Gail is a retired project manager with a diverse career spanning interior design, non-profit housing, and public service. She holds a Bachelor of Interior Design from Toronto Metropolitan University and a diploma from Mount Royal College, with additional studies in Fine Arts at UVic. Gail began her career in interior design in Victoria and Toronto before transitioning to non-profit housing development, contributing to the development of over 1,000 units across the GTA. She later managed a housing co-op in Scarborough before joining the City of Toronto's Children's Services as a Capital Project Manager, where she led the development of new child care spaces. Gail also served on the Toronto Public Health UVR Shade Policy Committee and retired in July 2024 after 23.5 years of service.

Jennifer Parrella

Executive Director, Child Care Algoma

Jennifer Parrella is a Registered Early Childhood Educator and the Executive Director of Child Care Algoma, a multi-site agency recognized for its leadership in delivering innovative, high-quality child care and Early Years programs to families across the District of Algoma and Sault Ste. Marie in Northern Ontario. With over 30 years of dedicated experience as a RECE, Jennifer has worked in a variety of roles, including EarlyON Child and Family Centres and Licensed Home Child Care. Her professional journey reflects a deep commitment to building responsive, inclusive, and nurturing environments through reflective practice and meaningful engagement with children, families, educators, and community partners.

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.

Donna Spreitzer

Executive Director, Toronto Community for Better Child Care

Donna is the Executive Director of the Toronto Community for Better Child Care. TCBC is committed to a universally accessible, high-quality, publicly funded licensed child care system that values and supports children, educators and families.

Prior to this role, Donna served as the executive director of Jackman Community Daycare, a licensed school-based center in Toronto. She has taught the Working with Boards of Directors course in George Brown College's Supervisor Leadership Certificate program. Donna is knowledgeable about nonprofit governance and holds a Master's Degree in nonprofit management. She earned her ECE diploma while working full-time as a child care supervisor. For 20 years, Donna has been a leader among nonprofit childcare operators in Toronto and is pleased to serve on B2C2's Advisory Committee.

Valerie Trew

Director, University of Guelph Child Care and Learning Centre

Valerie Trew is the Director at the University of Guelph Child Care and Learning Centre in Guelph, Ontario, Canada. As a Registered Early Childhood Educator with a Master of Arts in Leadership, she also teaches in the Bachelor of Applied Science program at the University of Guelph and Guelph-Humber, applying a social and environmental justice lens to studies in policy, administration, and leadership. Valerie views teaching, from early learning to post-secondary education, as a political act, aiming to provoke radical social transformation towards a post-colonial world. Valerie has spent 20 years working in children's services across child welfare, postsecondary education, regional government, early intervention, and early learning and child care, and currently serves on regional and provincial ELCC committees and advisory bodies. Holding a Certificate in Plant-Based Nutrition, Valerie is also passionate about transforming our food systems for human and planetary health, and about ending inequality and oppression. Valerie is currently completing doctoral studies in Social Justice Education at the University of Toronto, OISE, and plans to investigate ECEs' readiness to foster critical consciousness in young children and their perceptions of early learning settings as sites of resistance to oppression.

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.

John Weatherup

President of Toronto Education Workers/ CUPE Local 4400

John has served on the OMERS Board of Governors since 2005 and currently serves on OMERS' Sponsors Board. He has also served for many years on the Board of Directors of the Toronto Foundation for Student Success and Exhibition Place, and continues to serve on the Board of Directors of the Toronto Educational Opportunity Fund (TEOF), which raises funds to provide lunch and snacks to Inner City kindergarten students. John has also completed the Directors' College at McMaster University.

John has been President of Toronto Education Workers/ CUPE Local 4400 since its formation following the amalgamation of all Metro School Boards in 1998. Representing more than 17,000 school board employees (including clerical, secretarial, caretaking/maintenance, educational assistants, adult instructors, etc.) Toronto Education Workers/Local 4400 members include employees from the TDSB, TCDSB, Bloorview School Authority, Education/Daycare centres (Child Space Day Care, Not Your Average Daycare, Maurice Cody Child Care, McMurrich Sprouts Day Care), JIAS (Jewish Immigrant Aid Services) and Viamonde French School Board.



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.

Staff

It's been an absolute pleasure to work with Lorraine McLeod (Director of Expansion) and Tara Cleveland (Director of Communication) for the past year. Lorraine has announced she won't be continuing in 2025-2026. She have provided us with strong leadership, innovation, and a commitment that have gotten us to where we are today. She will be very hard to replace.

Lorraine McLeod **Director of** **Expansion**

Lorraine does outreach to system service managers and other child care organizations, as well as preparing presentations, workshops, and working on specific expansion projects.

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

In the Summer of 2024, B2C2 was awarded a grant to hire six young employees for eight-week periods. Each of them provided invaluable assistance with B2C2 expansion projects and reports, including research, content support for the newsletter and social media, and numerous other administrative tasks. The following young people worked hard and added significant value to B2C2's work.

- ✔ **Isabella Lau**
- ✔ **Isabella Huang**
- ✔ **SiLang (Cindy) Fang**
- ✔ **Kainat Ahmad**
- ✔ **Emily Onyshko**
- ✔ **Elise Patterson**



**the numbers
for 2023-2024.**

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, 2025	MARCH 31, 2024	MARCH 31, 2023
ASSETS			
CURRENT			
Cash and Cash Equivalents	\$104,430	\$107,106	\$ 214,050
Accounts receivable	-	6,997	
Prepaid expenses	-	4,033	
Investment	-	-	100,685
	\$ 104,430	\$ 118,136	\$ 314,735
Long Term Investments	\$ 100,093	-	-
LIABILITIES AND NET ASSETS			
CURRENT			
Accounts payable and accrued liabilities	\$ 16,609	\$ 43,192	\$ 14,189
Deferred contributions	141,022	64,561	301,826
	167,981	107,753	316,015
NET ASSETS	36,542	10,383	(1,280)
	\$ 204,523	\$ 118,136	\$ 314,735

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, 2025	MARCH 31, 2024	MARCH 31, 2023
REVENUE			
Grants	\$ 214,757	\$ 361,236	\$ 51,928
Fees for services	49,750	20,158	-
Donations	3,250	3,800	2,600
Investment income	3,968	6,336	2,447
	\$ 271,725	\$ 391,530	\$ 56,975
EXPENSES			
Program expenses	\$ 183,540	\$ 315,327	\$ 30,426
Salaries and wages	31,217	40,315	23,839
Consulting Fees	23,812	-	-
Professional Fees	2,354	8,249	8,000
Office and general	3,167	14,711	6,101
Fundraising Expense	-	-	2,819
Interest and bank charges	133	347	949
Insurance	459	918	826
Travel	884	-	-
	245,566	379,867	72,960
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	\$26,159	\$11,663	\$ (15,985)

Funder Acknowledgments

The Margaret and Wallace McCain Family Foundation awarded a \$100,000 grant in 2025 to enable B2C2 to continue work on the Seamless Day initiative and to produce another study and report on Alignment and Expansion.

B2C2 received a grant of \$50,000 from the Atkinson Foundation as part of the Pay Equity Group (Ontario Coalition for Better Child Care, Association of Early Childhood Educators of Ontario, B2C2 and the Ontario Equal Pay Coalition). This grant is to produce a comprehensive paper on pay equity for child care staff and to develop communication materials to foster greater knowledge and understanding in the sector.

B2C2 was delighted to receive a grant from Canada Summer Jobs (Employment and Social Development Canada). It enabled us to accomplish a great deal of productive work throughout the summer of 2025.

B2C2 is very grateful to its funders, without whom we could not exist.

B2C2 established a fundraising committee and is actively seeking grants and donations from foundations.

B2C2 would also like to thank individuals who have generously made charitable donations. Thanks also for the ideas, knowledge, and efforts of the ever-knowledgeable B2C2 Advisory Group.

