building blocks for child care

B2C2 Strategic Plan

2026–2029

Towards a Centre for Early Learning and Child Care Expansion

October 2026

The System We Envision

Ontario has an accessible, universal, inclusive, and publicly planned system of high-quality early learning and child care, with strong connections to kindergarten and school-age programs. Across Ontario, communities can create and sustain services that support children's well-being, development, belonging and relationships and respond to diverse family and community needs.

Our Purpose

B2C2 connects policy with practice. We help public and non-profit partners strengthen expansion projects, share implementation knowledge and improve the policy, funding and workforce conditions required for quality.

Our Strategic Direction

Between 2026 and 2029, B2C2 will move in stages toward establishing a Centre for Early Learning and Child Care Expansion. The Centre will begin at a manageable scale and grow only as impact, capacity, partnerships, funding and governance oversight permit.

The Immediate Expansion Challenge

B2C2's immediate focus is on supporting the expansion of high-quality, not-for-profit child care under the Canada-wide Early Learning and Child Care (CWELCC) system. While Ontario's current coverage target is 37%, B2C2 believes the province should aim for 59%, consistent with commitments made by eight other Canadian jurisdictions.

Although Ontario has not committed to increasing its target, B2C2's Strategic Plan positions the organization to support further expansion when opportunities arise, while strengthening the organizational capacity, workforce and infrastructure needed to ensure that new spaces are high-quality and sustainable.

Our Shared System Goals: Expand, Support and Sustain

These three interconnected goals describe the system we seek to help create. They are distinct from B2C2's four operational priorities for 2026–2029.

EXPAND — Equitable Access. Increase access to high-quality, inclusive early learning and child care through planned, sustainable expansion, prioritizing communities that need services most and strengthening public and non-profit delivery.

SUPPORT — People and Organizations. Strengthen the workforce, leadership, governance and organizational capacity required for quality programs. Support children and families through inclusive services, strong relationships and continuity of care.

SUSTAIN — Long-Term System Strength. Build a resilient ELCC system through reliable public funding, infrastructure investment, workforce stability, effective governance, sound public planning and viable long-term operations.

OUR APPROACH — Collaboration, Coordination and Integration. B2C2 will work with public and non-profit operators, municipalities, service system managers, school boards, educators, governments and community partners. Collaboration is how partners work together; coordination aligns their efforts; and greater system integration is the long-term outcome, including stronger connections between child care, kindergarten and before- and after-school programs.

The Difference We Intend to Make

More organizations will be able to plan and deliver high-quality ELCC expansion with greater confidence. Practical learning will move more readily between projects and communities. Evidence from implementation will inform better tools, partnerships and public policy. B2C2 will help strengthen public and non-profit organizations not only to create new spaces but also to sustain quality services through stronger governance, shared administrative resources, organizational partnerships and effective system connections.

Strategic Principles

- **Quality and inclusion.** Expansion must support children's well-being, development, belonging and relationships and respond to diverse family and community needs.
- **Public and non-profit capacity.** B2C2 will strengthen organizations committed to accountable, community-serving ELCC.
- **Workforce at the centre.** Quality depends on a qualified, respected and adequately compensated workforce and on healthy, supportive workplaces.
- **Practical usefulness.** Work will respond to real implementation challenges and produce knowledge others can apply.
- **Collaboration and system integration**. Children and families benefit from coordinated early learning and child care, kindergarten, school-age care and related community programs. B2C2 will work with municipalities, service system managers, school boards, public and non-profit operators and other partners to advance joint planning, continuity of care and a more integrated system while respecting distinct organizational roles.
- **Evidence and adaptation.** Activities will have clear objectives and measures, and the Centre will adjust as it learns.
- **Sustainable growth.** B2C2 will not take on work without realistic capacity, resources and oversight.
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Our Theory of Change

B2C2's work forms a continuous learning cycle. Each part strengthens the next.

Stage	What Happens	What It Produces
1 Practice	Selective advice and partnership work address real expansion challenges.	Immediate assistance and detailed case knowledge.
2 Evidence	Learning activities, peer exchange, surveys and evaluation reveal recurring needs and patterns.	A wider understanding of barriers and promising approaches.
3 Translation	Experience becomes guides, tools, learning products, case studies and policy advice.	Practical knowledge that can travel beyond one project.
4 Application	Partners use and test the resources and approaches.	New evidence about uptake, usefulness and change.
5 Improvement	B2C2 refines its work and directs resources toward what produces results.	Stronger practice, policy and organizational effectiveness.

Our Boundaries

- We will remain focused in Ontario and work through purposeful partnerships.
- We will build others' capacity rather than become an ELCC operator or general project manager.
- We will contribute evidence and advice without claiming to speak for every organization in the sector.
- We will support, but never substitute for, government responsibility for policy, funding and system stewardship.
- We will select work where our contribution is distinctive and the learning can be shared.
- We will grow only when need, resources, partners and governance oversight are aligned.

Four Strategic Priorities

Priority	2026 to 2029 Direction
1 Practical Implementation Support	Help organizations assess opportunities, anticipate barriers and move high-quality ELCC projects forward.
2 Knowledge Sharing and Capacity Building	Turn experience into useful learning, tools, case studies and peer exchange so organizations do not solve the same problems alone.
3 Demonstration Documentation and Partnership	Work with partners on selected initiatives that generate transferable lessons and strengthen models for expansion.
4 Evidence and Policy Improvement	Aggregate implementation evidence and use it to improve capital, workforce, approvals, operating viability and quality.

Priority 1 - Practical Implementation Support

Help organizations assess opportunities, anticipate barriers and move high-quality ELCC projects forward with greater confidence.

- Develop and test expansion-readiness guidance covering governance, sites, capital, partnerships, workforce and operating viability.
- Complete a practical expansion toolkit, building on B2C2's design-build and procurement materials.
- Add guidance on site feasibility, partnership roles, approvals, capital planning, workforce readiness and opening a new centre.
- Provide selective one-to-one advice on complex or instructive challenges and document transferable lessons.

Priority 2 - Knowledge Sharing and Capacity Building

Make useful experience accessible and strengthen the people and organizations leading expansion.

- Match the learning method to the intended result: webinars for orientation, workshops and cohorts for application, guides for repeated use, peer exchange for shared problem-solving, and advice for complex situations.
- Publish concise case studies and practice papers, beginning with the Perley partnership and Waterloo modular ELCC initiative.
- Create a coherent, searchable collection of B2C2 and selected partner resources.

- Develop action-oriented learning for ELCC employers, including resources for supervisors on onboarding, healthy and creative workplaces, staff support and planning time.
- Explore a train-the-trainer approach that allows effective practices to spread within multi-site and partner organizations.

Priority 3 - Demonstration Documentation and Partnership

Work with partners on bounded initiatives that test approaches, deepen learning and support adaptation elsewhere.

- Document promising projects honestly, including what worked, what did not and the conditions required for adaptation.
- Advance the Seamless Day partnership from research and consultation toward practical tools, demonstrations, knowledge sharing and policy engagement that improve coordination between early learning and child care, kindergarten and school-age programs.
- Reconvene partners involved in pay equity to assess progress and agree on the next coordinated phase.
- Identify one or two advisory or demonstration opportunities with strong learning potential.

Priority 4 Evidence and Policy Improvement

Use implementation evidence to improve the conditions under which high-quality expansion occurs.

- Continue practical policy analysis on capital, workforce, approvals, operating viability and quality.
- Establish a capital-funding committee to assess grant, loan, guarantee, community-finance and social-infrastructure options.
- Bring evidence from individual cases, municipalities, partners and learning activities into policy discussions.
- Translate policy changes into clear implications and practical guidance for the field.

First Year Priorities

The first year will establish the Centre's operating foundation while producing a small number of visible and useful results.

First Year Result	Initial Actions	Evidence of Progress
A workable Centre model	Confirm governance oversight, scope, partnerships, delivery	Roles are clear; the portfolio matches available capacity; Board oversight is active.

	model and minimum resource requirements.	
A flagship practical resource	Inventory existing materials; complete and begin testing the expansion-readiness toolkit.	Priority audiences test the toolkit and report on relevance and application.
Learning that changes practice	Pilot at least one bounded learning activity with a defined outcome and follow-up.	Participation, learning, application and preferred formats are documented.
Transferable Ontario examples	Publish two or three concise case studies or practice papers.	Partners use or adapt the learning; new examples are identified.
Focused partnership work	Advance Seamless Day, pay equity and capital-financing work with agreed next steps.	Partners confirm objectives, responsibilities and products.
A credible funding base	Prepare budgets, funding materials, prospect priorities and a 12-month fundraising calendar.	Funds and commitments support a defined period of work.

Capacity for the First Stage

B2C2 needs access to several functions, but not necessarily a separate position for each. The Year One implementation plan will determine which functions are combined, contracted, shared or phased in.

Function	Why It Is Needed
ELCC implementation advice	Ground support and resources in operational reality.
Project and partnership coordination	Maintain momentum, relationships, schedules and accountability.
Learning design and coordination	Create effective online, in-person and asynchronous learning.
Research evaluation and data	Aggregate evidence and assess results.
Content and policy development	Turn learning into practical resources, case studies, briefs and recommendations.
Fundraising and grant writing	Secure and sustain mission-aligned resources.
Administration finance and governance	Support reliable delivery and responsible oversight.

How We Will Measure Progress

Every major activity will begin with an intended audience, desired result and proportionate measure. B2C2 will assess both impact and financial viability at six and twelve months.

Measure	Examples
Reach	Participation by intended audiences, communities and organization types.
Uptake	Downloads, requests, repeat participation, referrals and partner engagement.
Use	Reported application of tools, advice or learning in real decisions and projects.
Change	Improved knowledge, confidence, planning, practice, partnership or organizational readiness.
Influence	Evidence used in policy discussions, funding proposals or adaptation elsewhere.
Financial viability	Funds raised, diversity and duration of support, and work that can be sustained.
Delivery health	Work completed reliably, partner satisfaction and reasonable demands on volunteers.

A Staged Path

Stage	Primary Focus
Establish 2026 to 2027	Confirm the model, secure initial capacity, create flagship products, pilot learning and test the funding proposition.
Demonstrate 2027 to 2028	Show practical value, deepen selected partnerships, improve products and build a more stable funding base.
Consolidate 2028 to 2029	Strengthen recurring work, clarify the Centre's continuing structure and decide where measured growth is warranted.

The Role of the Board and Advisory Group

- Provide strategic oversight and protect the Centre's focus and boundaries.
- Contribute expertise and advise on emerging opportunities and risks.
- Connect B2C2 with operators, municipalities, funders, researchers and other partners.
- Participate selectively in working groups, project review and resource development.
- Review evidence at six and twelve months and decide what should continue, change or grow.