

# Child Care Human Resources Sector Council



## ANNUAL REPORT 2009-2010

### MESSAGE FROM THE CHAIR AND EXECUTIVE DIRECTOR

It is our pleasure to provide the 2010 Annual Report covering the work of the Child Care Human Resources Sector Council from April 1, 2009 to March 31, 2010. This is the sixth Annual Report since the CCHRSC was initially incorporated in 2003. During this time the CCHRSC has evolved and matured, endeavoring to keep pace with and address the evolving and pressing human resource issues facing the sector. The most long-standing and well-documented challenges facing the Early Childhood Education and Care (ECEC) sector are the recruitment and retention of a qualified workforce. Retention challenges have led to increased staff turnover in the sector, resulting in a dire need to recruit well qualified early childhood educators and child care providers. Although recognized as making an essential contribution to the economy, the sector experiences labour force shortages across the country and is seeking to find ways to meet a growing demand.

As Canada and the world begin to recover from the global economic downturn, the demand for early childhood education and care is growing. In addition, there has been an increasing number of births since 2004, and an emphasis and priority on providing quality early learning opportunities for children under the age of six. As a result, the Council has engaged in a number of projects designed to develop tools, resources, strategies, and concrete steps to find solutions to support the human resource development of the sector.

The *Understanding and Addressing Workforce Shortages in ECEC* project identified current workforce shortages and the factors that influence supply and demand of early childhood educators and child care providers, while also identifying current strategies for addressing this issue. In addition to the *Shortages* project, the *Labour Market Information Research Agenda* project identified ways to improve long-term data collection in the sector. The *Pathways to Early Childhood Education Credentialing in*

*Canada* project responded to the shortages facing the sector by making information about credentialing practices across Canada easily accessible to those looking to enter the workforce and for those wanting mobility to other jurisdictions in the ECEC workforce.

This year the CCHRSC also focused on developing a post-diploma certificate program for ECEC administrators with the *Curriculum Development for Child Care Administrators* project. The project explores the feasibility of working jointly with colleges and universities in developing a certificate program for administrators in the sector. We look forward to advancing with the curriculum development phase once the feasibility and funding are confirmed.

The trend toward integration of care and education occurring in several provinces represents a significant shift in the sector, which was captured in the findings of the *Examining the Human Resource Implications of Emerging Issues in ECEC/Communications Strategy Development* project. In addition to analyzing the human resource impact of this and other emerging issues, this project renewed the CCHRSC's Communications Strategy for 2010-2015. This initiative is key to reaching out to the many individuals, networks, and organizations in the sector and will facilitate involvement in shaping our work.

Perhaps the most anticipated release of 2009-10 was that of the updated *Occupational Standards for Early Childhood Educators*. Previously developed by the Canadian Child Care Federation (CCCF) in 2003, the Standards were newly developed and then validated by over 1,000 ECEs and key stakeholders across Canada. On the first day of the launch the new Occupational Standards they were downloaded online over 1,200 times. To date, the Occupational Standards for ECEs continue to be one of the most popular download from the CCHRSC website, while printed copies are also in high demand. This project was an example of two partner organizations working together to benefit those who work each day with children and their families.

During this, our seventh year, the CCHRSC undertook a Governance Review with the outside facilitation of expert consultants. Changes to our membership occurred over this past year with the withdrawal of the Child Care Advocacy Association of Canada (CCAAC). As such, a concentrated focus during the governance review has been on ensuring that the Board composition is representative of all aspects of the sector as well as ensuring the organization has an employer focus. Consultation with current and past members of the Board of Directors, stakeholders in the sector, peer interviews with other Sector Councils, and facilitated board sessions contributed to the direction forward. The results of the review were favourable about the governance practices and framework already in place. Strengths and new opportunities were identified for CCHRSC's future governance approach, with a focus on three main areas: the CCHRSC's role as a sector council, connectedness to the sector, and board composition. The review recommendations provide a framework for moving forward and guide the development of new governance policies and practices over the coming year.

Much was accomplished over the last year. However, this could not have been achieved without many people. The enthusiastic and expert participation by over 2,325 stakeholders in six projects including consultations with steering committees, focus groups, key informants, and surveys is the key to the success of our projects. Of particular note, we would like to thank our dedicated board members, committee members and staff for successfully ensuring the implementation of the work undertaken to date. We have many things to look forward to in the upcoming year, including our move to a new office, which will allow us to continue to move ahead with other new projects and initiatives.



Joanne Morris  
CCHRSC Chair



Diana Carter  
Executive Director

## WHAT IS THE CHILD CARE HUMAN RESOURCES SECTOR COUNCIL (CCHRSC)?

The Child Care Human Resources Sector Council (CCHRSC) is a pan-Canadian not-for-profit organization dedicated to moving forward on human resource issues in Canada's early childhood education and care sector. By bringing together national partners and other stakeholders, the CCHRSC examines and responds to labour market issues such as recruitment and retention, training, skills development, and more.

## CCHRSC PROJECTS 2009-2010

### Understanding and Addressing Workforce Shortages in ECEC

*Project timeframe: December 2007 – September 2009*

The *Workforce Shortages* project began in 2007, and was designed to address recruitment and retention issues in the early childhood education and care (ECEC) sector. This project focused on identifying ways to:

- examine how the demand, supply and shortages of ECEC workers impacts the workforce;
- gather information about existing forecasting practices; and
- explore the feasibility of developing a forecasting model to predict future shortages.

In 2009-10, the *Workforce Shortages* project focused on using labour market information and data to estimate workforce shortages in the ECEC sector and develop recommendations to address related HR issues. The project also looked at the feasibility of developing a future forecasting model. Due to the highly technical nature of the project and findings, project presentations were held in six cities across Canada (Victoria, Winnipeg, Toronto, Halifax, St. John's and Fredericton) in Summer 2009. The following final project reports were released in September 2009:

- Estimates of Workforce Shortages
- Recruitment and Retention Challenges and Strategies
- Literature Review of Socioeconomic Effects and Net Benefits
- Literature Review of the Early Childhood Education and Care (ECEC) Labour Market

## Labour Market Information Research Agenda *Project timeframe: April 2008 – September 2009*

There is a need for consistent, regularly collected, pan-Canadian data on the early childhood education and care (ECEC) workforce. The *Labour Market Information Research Agenda* project was created to address this need by developing a long-term, prioritized research agenda in order to:

- improve the quality and availability of labour market information on the ECEC workforce;
- develop consistent definitions and approaches for gathering information; and
- enable decision makers and the sector to accurately define, understand and address labour market issues.

In 2009, we brought together a panel of experts, consisting of ECEC researchers, labour market economists, ECEC data experts and government representatives from federal, provincial, and municipal jurisdictions. The panel worked closely with a labour market economist to examine how data on the ECE workforce is currently collected and recommend ways to improve future data collection methods. In addition, we worked closely with HRSDC's NOC (National Occupational Classification) staff to make recommendations to statistics Canada. This resulted in structural and content changes to ECEC related NOC definitions (NOC 6474 and NOC 4214), to be implemented prior to the 2011 Census.

The following related reports were released in September 2009:

- *Gathering Labour Market Information on Canada's ECEC Workforce: Data Collection Methods and Classification Systems (2009)*
- *A Portrait of Canada's ECEC Sector Workforce (2009)*
- An internal strategy regarding labour market information needs and proposed future initiatives was also developed to guide future CCHRSC projects.

## Occupational Standards for Early Childhood Educators

*Project timeframe: September 2008 – November 2010*

The *Occupational Standards for Early Childhood Educators* project focused on updating the previous *Occupational Standards for Child Care Practitioners* developed by the Canadian Childcare Federation (CCCF) in 2003. The updated standards reflect the changing work environment of early childhood educators (ECEs).

Occupational Standards describe what a person in a particular occupation needs to know and be able to do to be considered 'capable' in their job. More specifically, the standards describe the level of knowledge, skills, and abilities required for a person to do their job safely and effectively.

This year, the project focused on the development of the new *Occupational Standards for Early Childhood Educators*. Two-day development workshops were held in Eastern, Central and Western Canada where a wide range of ECEs working in the sector provided feedback and insight on the draft standards. One-day validation sessions were held in each province across Canada (with representatives from each territory) to allow for discussion and consensus building. A Training Gaps Analysis was conducted to determine if the perceptions of trainers and provincial/territorial officials on training gaps are consistent with front-line ECEs. Based on these workshops and consultation with over 1000 ECEC workers, the standards were finalized and made available to the sector.

Project work will continue into 2010-11, with the new *Occupational Standards for Early Childhood Educators* released in March 2010. A "How-To" Guide describing the different uses of the standards has also been published. Information sessions based on the "How-To" Guide and the Training Gaps Analysis will be held across Canada in Fall 2010.

## Pathways to Early Childhood Education Credentialing in Canada

*Project timeframe: March 2008 – April 2010*

Requirements to work in early childhood education and care (ECEC) vary between provinces and territories, while others have no formal system or process in place. Often, credentials achieved in one province or territory are not recognized in another, resulting in barriers to entry into the ECEC workforce. Given current workforce shortages across Canada, this creates challenges. The *Pathways to Early Childhood Education Credentialing in Canada* project focuses on analyzing how certification practices in individual provinces and territories compare. Key project objectives include:

- defining and documenting ECE credentialing practices across Canada;
- documenting interesting practices in related areas, including foreign credentialing and prior learning assessment and recognition (PLAR); and
- creating a “Credentialing Tool Kit.”

Project work began in March 2008, with a focus on information gathering and research. This past year, the project focus shifted to the development of documents and tools based on activities from the previous year. The *Pathways to Early Childhood Credentialing in Canada* report was finalized in December 2009, documenting the requirements and processes used in each province and territory to recognize an individual’s ECE credentials. The *Occupational Language Analyses* were finalized in March 2010, documents describing the necessary language skills for both the ECE and ECE Administrator role. The CCHRSC launched the *Online Guide to ECE Credentialing*, an online tool that allows users to review requirements and certification processes to work as an ECE in their province or territory, as well as compare requirements between provinces and territories.

## Examining the Human Resource Implications of Emerging Issues in ECEC/Communications Strategy Development

*Project timeframe: May 2009 – June 2010*

The *Examining the Human Resource Implications of Emerging Issues in ECEC* project was developed to examine the impact of the following key issues facing the sector:

- the shift to further integrate early learning (child care) and education (school) systems;
- school-age care (for children aged kindergarten-12);
- family child care; and
- inclusion (cultural diversity, special needs).

This year, project research began by surveying over 800 sector stakeholders to identify the most important HR issues. Reports were developed based on findings from the survey, literature review, and key informant interviews. Findings from the project formed the basis for a future initiative looking specifically at integration of education and ECEC.

In addition to examining the HR issues in the sector, the *Communications Strategy Development* portion of the project focused on developing the CCHRSC’s Communications Strategy for the 2010-2015 period. With input from a variety of key stakeholders, the original communications strategy was updated this year. It identifies key communications objectives and priorities, key target audiences, and approaches for measuring the success of the strategy. The Communications Strategy will inform all project work over the next five years.

*The CCHRSC is anticipating a Phase II of the Emerging Issues project in order to further explore emerging areas such as integration of ECEC and education.*

## Curriculum Development for Child Care Administrators

*Project timeframe: September 2009 – July 2010*

In the ECEC sector, little formal training for ECE administrators exists. This project addresses the need for the development of a post-diploma certificate program for ECE administrators, managers and directors. Key project objectives include:

- identifying existing resources and training programs for ECE Administrators;
- exploring the feasibility of a partnership between the CCHRSC, colleges and universities for the development of a post-diploma certificate program for ECE administrators, managers and directors; and
- identifying and confirming educational partners for potential post-diploma certificate program.

Project work began in Fall 2009 with a focus on research and information gathering. A situation analysis was conducted in order to identify existing administrator training, curriculum gaps, and priorities for potential curriculum areas. Key informant interviews, a literature review, and a survey of post-secondary institutions were also conducted to establish a foundation for the project. The CCHRSC hosted three “virtual information sessions” with faculty from post-secondary institutions offering ECEC programs across Canada. Following these meetings, a call for applicants to partner in the project and develop curricula in Phase II was circulated.

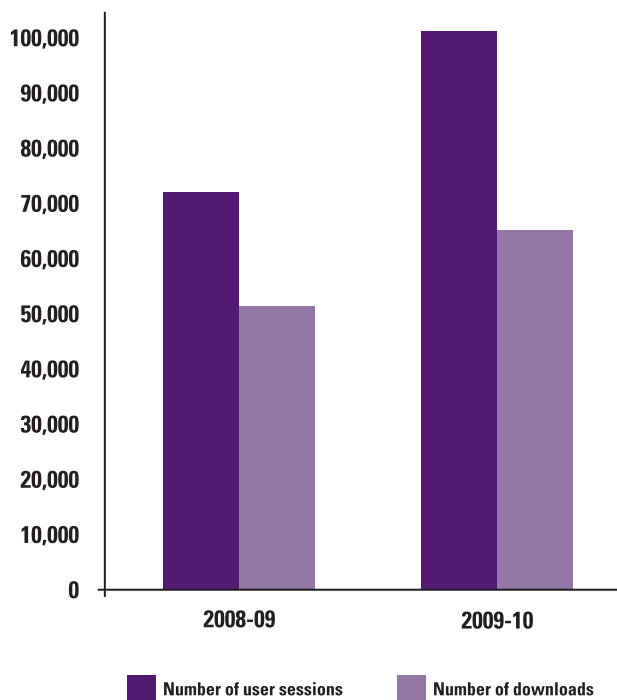
Phase II of this project will continue in 2010-11, with a focus on developing an 8-course certificate program in partnership with colleges and universities across Canada.

## COMMUNICATIONS AND OUTREACH ACTIVITIES

For the sixth year in a row, use of the CCHRSC website remains steady, with a noticeable increase in downloads of CCHRSC material. See the graph below for a detailed breakdown of the number of users visiting the site.

WEB SITE	2008-09	2009-10
Number of User Sessions	72,422	100,853
Number of Downloads	50,957	63,623
Average Length of Sessions	00:21:12	00:15:00

**WEB USE AND DOWNLOADS**



## TOP 10 PRINT ORDERS AND DOWNLOADS 2009-10

TITLE OF DOCUMENT	DOWNLOADS	PRINT	TOTAL
1 Child Care Wages and a Quality Child Care System (2005)	6,111 (ENG: 4,374/FR: 1,737)	—	6,111
2 Working for Change – Main Report (2004)	4,700 (ENG: 4,162/FR: 538)	133	4,833
3 Occupational Standards for Early Childhood Educators (released March 2010)	3,438 (ENG: 2,945/FR: 493)	Not Available	3,438
4 Supporting Employers in Canada's ECEC Sector – Employer Models in Canada's ECEC Sector (2008)	2,308 (ENG: 1,834/FR: 474)	82	2,390
5 Occupational Standards for ECE Administrators (2006)	1,195 (ENG: 804/FR: 391)	710	1,905
6 Workforce Shortages – Literature Review of Socioeconomic Effects and Net Benefits (2009)	1,777 (ENG: 1,502/FR: 275)	70	1,847
7 A Portrait of Canada's ECEC Workforce (2009)	1,469 (ENG: 1,214/FR: 255)	139	1,608
8 Supporting Employers in Canada's ECE Sector – Main Report (2008)	1,208 (ENG: 930/FR: 278)	81	1,289
9 What Factors Influence Wages and Benefits in Early Learning and Child Care Settings (2006)	1,157 (ENG: 1,133/FR: 24)	2	1,159
10 A Snapshot of the Child Care Workforce (2005)	1,144 (ENG: 912/FR: 232)	—	1,144

## OUTREACH & PARTNERSHIP ACTIVITIES

### ECE Affinity Group

A joint initiative of the Association of Canadian Community Colleges and the CCHRSC, the ECE Affinity Group brings post-secondary ECE trainers together on-line and through an annual face-to-face forum. This year over 65 participants attended the annual forum held in Edmonton, Alberta. The event was primarily focused on faculty teaching in ECE training programs across the country where participants had the opportunity to attend presentations, take part in workshops, and contribute to discussions about mentoring. Participants learned about the Mentoring Pairs for Child Care (MPCC) project in Ontario, as well as a variety of successful initiatives from the Early Childhood Educators of British Columbia (ECEBC).

### The Alliance of Sector Councils (TASC)

The Alliance of Sector Councils is the coordinating body for all 37 sector councils. While the subject matter each council explores is different, many of the issues are similar. As a result, TASC provides many opportunities for councils to work together, learn from one another, and develop shared resources. CCHRSC is a member of the following TASC committees and working groups: Audit, Administrative Issues, Career Issues, Communications, Governance, Labour Market Information, Self-Employment and Standards/Certification.

### Members of the CCHRSC also participated in the following sectoral initiatives in 2009-2010:

#### Alberta:

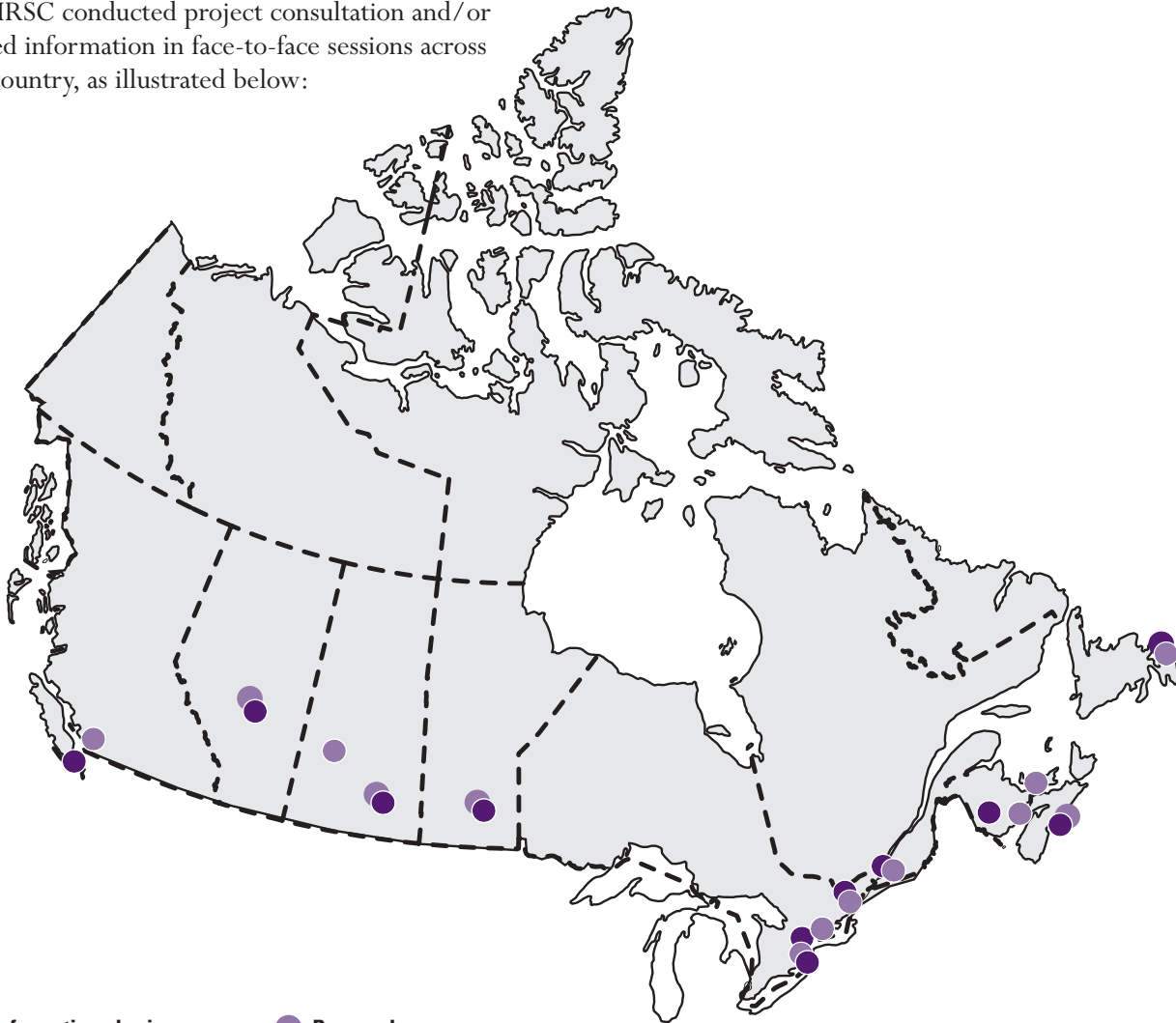
Muttart Foundation, Leadership and Management Development in the Early Learning and Child Care (ELCC) Sector

#### Ontario:

Mentoring Advisory Committee for the Mentoring Pairs for Child Care project for Supervisors.

## CCHRSC FOCUS GROUPS, WORKSHOPS, AND INFORMATION SHARING

CCHRSC conducted project consultation and/or shared information in face-to-face sessions across the country, as illustrated below:



● **Information sharing  
(Workshops,  
Presentations,  
and Stakeholder  
meetings)**

- Edmonton, AB
- Fredericton, NB
- Halifax, NS
- Hamilton, ON
- Montreal, QC
- Ottawa, ON
- St. John's, NL
- Toronto, ON
- Victoria, BC
- Winnipeg, MB

● **Research  
(Focus Groups  
and Key Informant  
Interviews)**

- Charlottetown, PE
- Edmonton, AB
- Halifax, NS
- Moncton, NB
- Montreal, QC
- Ottawa, ON
- Saskatoon, SK
- St. John's, NL
- Toronto, ON
- Vancouver, BC
- Winnipeg, MB

## AUDITORS' REPORT

To the Board of Directors,  
Child Care Human Resources Sector Council:

We have audited the statement of financial position of Child Care Human Resources Sector Council as at March 31, 2010 and the statements of changes in net assets and revenue and expense for the year then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes

examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of Child Care Human Resources Sector Council as at March 31, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Ottawa, Ontario  
June 09, 2010

OUSELEY HANVEY CLIPSHAM DEEP LLP  
Licensed Public Accountants

<b>Statement of Financial Position as at March 31, 2010</b>	<b>2010</b>	<b>2009</b>
<b>CURRENT ASSETS</b>		
Cash	\$ 73,170	80,232
Accounts receivable	78,490	51,618
Prepaid expenses	11,327	30,515
	<b>\$ 162,987</b>	<b>162,365</b>
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	146,384	117,644
Deferred revenue (note 4)	8,225	38,788
	154,609	56,432
<b>NET ASSETS</b>		
Unrestricted	8,378	5,933
	8,378	5,933
	<b>\$ 162,987</b>	<b>162,365</b>

<b>Statement of Changes in Net Assets as at March 31, 2010</b>	<b>2010</b>	<b>2009</b>
<b>UNRESTRICTED NET ASSETS</b>		
Balance — beginning of year	\$ 5,933	544
Net revenue for the year	2,445	5,389
Balance — end of year	<b>\$ 8,378</b>	<b>5,933</b>



<b>Statement of Revenue and Expense for the year ended March 31, 2010</b>		
	<b>2010</b>	<b>2009</b>
<b>REVENUE</b>		
Contributions – Government of Canada	\$ 1,448,855	1,170,825
Other income	13,700	5,765
	1,462,555	1,176,590
<b>EXPENSE</b>		
Salaries and benefits	340,239	263,790
Contract personnel and professional fees	524,930	494,779
Printing, production and dissemination	163,525	39,906
Hospitality	20,892	16,272
Translation	61,546	40,513
Interpretation	6,400	17,422
Overhead	127,890	121,169
Travel	214,688	178,350
	1,460,110	1,171,201
<b>NET REVENUE FOR THE YEAR</b>	<b>\$ 2,445</b>	<b>5,389</b>

## NOTES TO FINANCIAL STATEMENTS – MARCH 31, 2010

### 1. Significant accounting policies

#### a) Organization

The Child Care Human Resource Sector Council (the Council) was incorporated without share capital under Part II of the Canada Corporations Act on November 16, 2003. The corporation became active effective April 1, 2004.

The Council is a non profit organization dedicated to moving forward on the human resources issues in child care.

#### b) Capital assets

The cost of capital assets acquired through HRSDC Sector Council Program funding is charged directly to expense. In the current year, \$5,365 (2009 - \$5,789) in capital assets were purchased through this funding.

#### c) Revenue recognition

The Council follows the deferral method of recognizing revenue. Unrestricted amounts are recorded as revenue when received or receivable. Restricted amounts are recognized as revenue when the related expenses are incurred.

#### d) Use of estimates

The preparation of these financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

#### e) Contributed services

Volunteers contribute many hours per year to assist the Council in carrying out its mandate. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

## 2. Financial instruments

Financial instruments are measured at the initially recognized amount less appropriate allowances. The Council's financial instruments consist of cash, accounts receivable and accounts payable and accrued liabilities. Unless otherwise noted, it is management's opinion that the Council is not exposed to significant interest, currency, or credit risks arising from these financial instruments and that carrying amounts approximate their fair value.

## 3. Economic dependence

During the year the Council received 99% of its revenue from Human Resources and Skills Development Canada (HRSDC). The HRSDC revenue has been recorded in the following program areas:

<b>Notes to Financial Statements March 31, 2010</b>	<b>2010</b>	<b>2009</b>
<b>ECONOMIC DEPENDENCE</b>		
During the year the Council received 99% of its revenue from Human Resources and Skills Development Canada (HRSDC). The HRSDC revenue has been recorded in the following program areas:		
Infrastructure	\$ 504,033	504,839
Occupational Standards for ECE	342,087	83,335
Credentialing	209,390	112,399
Labour Market Information Research Agenda	150,401	140,405
Addressing Workforce Shortages	93,607	200,098
Emerging Issues	88,287	–
Curriculum Development	61,050	–
Supporting Employers	–	129,749
	<b>\$ 1,448,855</b>	<b>1,170,825</b>

#### **4. Deferred revenue**

Included in deferred revenue is \$8,202 (2009 – \$27,540) of HRSDC project funding received in the current year that will be used to cover expenditures incurred in the following year. In addition, there is \$23 (2009 – \$11,248) in deferred revenue that consists of insurance proceeds that will be used to cover the reprint costs of damaged publications and reports in the following year.

#### **5. Commitments**

The Council leases office space under a lease agreement that extends to July 31, 2010. The Council has signed a new lease agreement that commences on August 1, 2010 and extends to September 30, 2015. Minimum annual lease payments approximate \$21,600 per year. In addition, annual operating costs are currently estimated to be \$22,000.

#### **6. Capital disclosure**

The Council defines its capital as its net assets, which are not subject to external requirements. Management's objective, when managing capital, is to safeguard the Council's ability to continue as a going concern, so that it can continue to provide services in accordance with its mission.

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## BOARD MEMBERS (LISTED ALPHABETICALLY)

Sector Council Board Members are appointed for two-year terms. The Board currently has 18 members, however, some member's terms either ended or began during the 2009-2010 fiscal year.

### **Lenora Angel**

Executive Director, BC Government-Child Care Programs & Services Branch

Representative: Provincial/Territorial Directors of Child Care

British Columbia

### **Karen Chandler**

Professor, George Brown College  
Representative: Canadian Child Care Federation

Ontario

### **Darcelle Cottons**

Director, UBC Child Care Services  
Director at Large

British Columbia

### **Sue Delaney\*** (*term ended November 2009*)

Executive Director, Saskatoon Communities for Children

Representative: Child Care Advocacy Association of Canada

Saskatchewan

### **Denise Gilbert**

Executive Director, Schoolhouse Playcare Centres  
Director at Large

Ontario

### **Mary Goss-Prowse**

Registrar of Certification  
Association of Early Childhood Educators,  
Newfoundland and Labrador  
Representative: Canadian Child Care Federation

Newfoundland & Labrador

### **Sharon Gregson\*** (*term ended November 2009*)

Director, Child and Family Development Services  
Collingwood Neighbourhood House

Representative: Child Care Advocacy Association of Canada

British Columbia

### **Maureen Hall**

Director, Today's Family  
Director at Large

Ontario

### **Jamie Kass**

Child Care Coordinator CUPW  
Representative: Canadian Union of Public Employees (CUPE)

Ontario

### **Ann L. Keizer**

Early Childhood Consultant, Government of the North West Territories  
Director at Large

North West Territories

### **Christine McLean\*** (*term ended November 2009*)

Past Chair, Child Care Advocacy Association of Canada  
Representative: Child Care Advocacy Association of Canada

Newfoundland & Labrador

### **Joanne Morris**

Sector Council Chair  
Faculty, Early Childhood Education,  
College of the North Atlantic  
Director at Large

Newfoundland & Labrador

### **Shane Richard**

Co-owner / Operator, Little Wonders Child Care  
Nova Scotia  
Director at Large

Nova Scotia

### **Stephanie Smith**

B.C. Government and Service Employees' Union  
Representative: National Union of Public and General  
Employees (NUPGE)  
British Columbia

### **Janet Towers**

Manager of Child Care and Community Resources  
Programs, Saint John YMCA-YWCA  
Representative: Canadian Child Care Federation  
New Brunswick

### **Lois Wales**

Representative: National Union of Public and General  
Employees (NUPGE)  
Manitoba

### **Karen Wright**

ECE North End Day Care  
Representative: Canadian Union of Public Employees  
(CUPE)  
Nova Scotia

### **Margot Young**

Researcher, CUPE  
Representative: Canadian Union of Public Employees  
Ontario

*\*The council would like to acknowledge the contribution  
of the following members who left the board this year:*

- Sue Delanoy, 2007-2009
- Sharon Gregson, 2008-2009
- Christine McLean, 2004-2009

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## PROJECT STEERING COMMITTEES

The CCHRSC is grateful to everyone who helped guide this year's projects by donating their time as a member of the project steering committee.

### **Addressing Workforce Shortages in the ECEC Sector Steering Committee**

Christine McLean & Margot Young, Committee Co-Chairs

Toby Sanger

Jan Carrie

Carol Ann Young

Virginia O'Connell

Petr Varmuza

### **Labour Market Information Research Agenda Steering Committee**

Jamie Kass & Sharon Gregson, Committee Co-Chairs

### **Occupational Standards Steering Committee**

Stephanie Smith, Committee Chair

Darcelle Cottons

Mary Goss-Prowse

Karen Chandler

Dixie Lee Mitchell

Gilles Cantin

Joanne Fournier

Melanie Dixon

### **Pathways to Credentialing in the ECEC Sector Steering Committee**

Mary Goss-Prowse, Committee Chair

Joanne Morris

Murray Kleiter

Laura Sheehan

Diane Nyisztor

### **Examining the Human Resource Implications of Emerging Issues in ECEC/Communications Strategy Development Steering Committee**

Denise Gilbert

Jamie Kass

Maureen Hall

### **Curriculum Development for Child Care Administrators Steering Committee**

Gyda Chud, Chair

Janet Jamieson

Karla Baxter-Vincent

Joanne Morris

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## CONSULTANTS

The CCHRSC would like to thank all of the consultants who worked with us over the past year. Their insightful and dedicated contributions made it possible to work towards addressing the many pressing human resource issues in the child care sector.

## PROJECT/RESEARCH CONSULTANTS

**Bernadette Allen**, Future Learning Inc.

**Jane Beach**, ECE Consultant

**Jerome Davis**, Centre for Spatial Economics

**Robert Fairholm**, Economist, Centre for Spatial Economics

**Kathleen Flanagan-Rochon**, ECE Consultant

**Kim Maclaren**, Future Learning Inc.

**Robyn Osgood**, Blueprint Public Relations

**Georgina Black**, Blackstone Partners

**Lisa Wilkins**, Blackstone Partners

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## COMMUNICATIONS CONSULTANTS

**Bozica Costigliola**, Writer/Editor

**Sylvie Payeur**, Translator

**Jocelyne Tougas**, Translator

## Labour Market Information Research Agenda Expert Panel Members

**Jane Beach**, ECEC Researcher

**Kathleen Flanagan**, ECEC Researcher

**Martha Friendly**, Executive Director, Childcare Resource & Research Unit (CRRU)

**Morley Gunderson** (PhD), Professor, Department of Economics, University of Toronto

**Dafna Kohen**, Analyst, Statistics Canada, Health Information and Research Division

**Pierre Lefebvre** (PhD), Professor, Economics, Université du Québec à Montréal

**Donna Lero** (PhD), Professor, Department of Family Relations and Applied Nutrition, University of Guelph

**Helen Sinclair**, Provincial Director of Child Care Services, Newfoundland and Labrador

Child, Youth & Family Programs, Representing P/T Directors of ECEC

**Petr Varmuza**, Director of Service Planning, City of Toronto Children's Services

**Bonnie Shiell**, Research Manager, HR Council for the Voluntary and Non-Profit Sector

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