

Child Care Human Resources Sector Council



ANNUAL REPORT 2006-2007

MESSAGE FROM THE CHAIR AND EXECUTIVE DIRECTOR

This year marks the end of our first 3-year infrastructure funding agreement with Human Resources and Social Development Canada's Sector Council Program. In turn, it provides an opportunity to reflect and look back on our achievements over the past three years.

Since the agreement was signed in 2004, CCHRSC has completed a sector study (*Working for Change*), established labour market priorities (via our *Labour Market Strategy*), and developed several projects to respond to those priorities.

In 2006-07 we released the *Occupational Standards for Child Care Administrators*. An overwhelming response from the sector confirmed the need for tools designed to support and enhance leadership capacity in the sector. It also demonstrated the importance of developing projects that build on the standards, such as the *Curriculum Development* project set to begin this fall. The *Career Promotions and Recruitment Strategy* project was also finalized this year, a critical first step in addressing the recruitment and retention challenge facing the sector. By sharing the strategy with stakeholders across the country, we hope to create new partnerships and identify opportunities to respond to that challenge.

In addition to the projects that came to fruition over the past fiscal year, the CCHRSC completed an organizational evaluation to measure how well we operate and identify areas for continued growth. We are pleased to report that overall the organization was found to be both effective and efficient, with areas for improvement that are common to newer organizations, such as formalizing on-going evaluation processes.

In November 2006, the CCHRSC was recommended for continued funding. This will allow us to build on a solid foundation put in place in recent years, and provide the support needed to complete the *Training Strategy* project currently underway, as well as four new projects set to begin this year. It is with excitement and anticipation that we enter into second phase of our development. We look forward to sharing the results of our work with you,

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 learning and child care sector. By bringing together national partners and other stakeholders, the CCHRSC examines and responds to issues such as recruitment and retention, training, skills development, compensation and more.

CCHRSC PROJECTS 2006-07

Career Promotions & Recruitment Strategy

The Career Promotions and Recruitment Strategy identifies ways to promote early childhood education as a career and encourage skills development in the sector. Along with other CCHRSC projects, the strategy is one part of the multi-pronged response needed to address the recruitment and retention challenges facing the sector. Developed throughout 2006-07, the strategy:

- Identifies the most appropriate *target audiences* for promotional activities;
- Includes *viable messages* about the rewards and benefits of jobs in the sector; and
- Contains an *action plan* designed to promote careers in early childhood education.

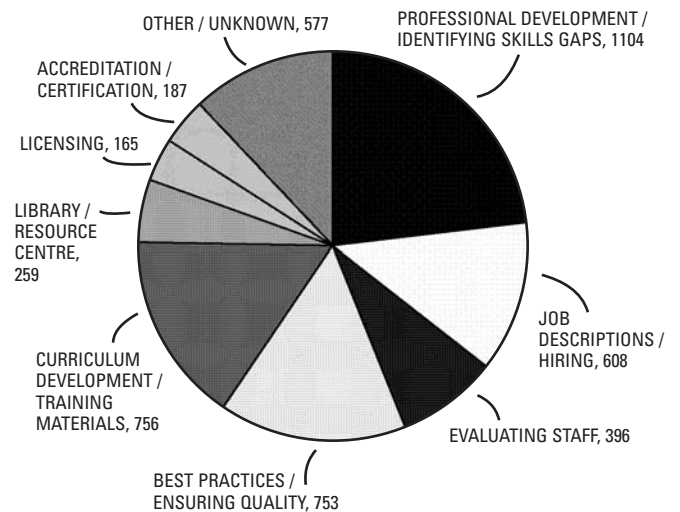
Extensive research led to the creation of a flexible pan-Canadian strategy that can be adapted to meet the needs of individual provinces, territories, and regions. In particular, the insights of more than 150 focus group and interview participants helped paint a picture of the early learning and child care environment as it relates to recruitment, retention, and professional development. Work will continue in 2007-08, as CCHRSC focuses on sharing the strategy with key stakeholders and identifying opportunities for related projects with HRSDC.

Occupational Standards for Child Care Administrators

The August 2006 release of the *Occupational Standards for Child Care Administrators* represented the culmination of a project that spanned two years and involved more than 200 administrators, managers, directors, and other key stakeholders in the sector. The result is a comprehensive document that reflects best practices in the administration of early childhood settings and can be used in a variety of ways.

Over the past eight months, the standards have proven a useful and welcome tool for the sector. In response to the overwhelming number of requests and orders, more than 2,000 copies of the standards have been distributed and the demand continues. Each order has allowed the sector council to gather critical information on how the standards are being used, an important part of demonstrating their impact on the sector. Those findings are detailed in the chart below.

OCCUPATIONAL STANDARDS — INTENDED USES



Training Strategy Project

Varied approaches to training across the country make meeting the demand for well-trained staff a growing challenge for individual provinces and territories. Developed in response to that challenge, this project focuses on creating a training strategy that will recommend ways to improve the quality of, and standardize approaches to, child care training in Canada.

Since the project began in late 2005, an extensive process of research and consultation has been underway to ensure the recommendations are focused and relevant. Consultation with trainers, employers, students, policy makers, unions, and provincial and territorial governments has:

- Helped gather information on the current state of training in the child care sector;
- Identified new aspects of, and innovative approaches to training; and
- Identified gaps and barriers to training.

With much of the project research complete, in 2007-08 the focus will shift to developing the full-length strategy and creating an options paper that will recommend ways to move forward.

Communications & Outreach

While our Communications & Web Site development project came to an end in early 2007, the impact of the project continues. Highlights include...

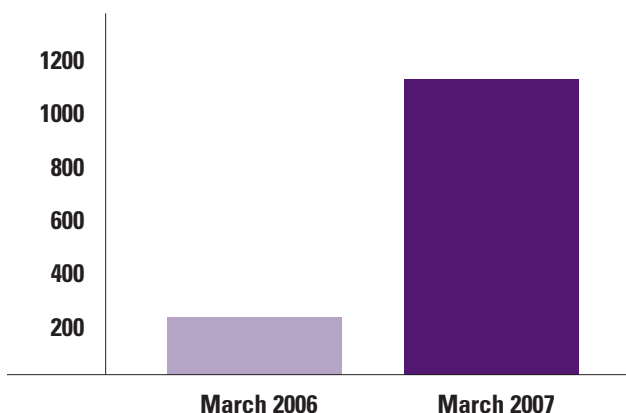
Web site — Uptake

Since the launch of the new web site in early 2006, there has been a **260% increase** in the number of user sessions.

	2004-05	2006-07
Number of user sessions	15,476	55,217

Newsflash — Uptake

The first electronic newsflash went out to about 200 sector stakeholders in early 2006 and quickly became one of CCHRSC's most popular communication tools. One year later, the March 2007 e-bulletin had a reach of **1160 people — a 480% increase!**



Requests for information and materials

A more coordinated and consistent approach to communications led to increased awareness of CCHRSC. As a result, the number of information requests increased substantially and this year CCHRSC responded *to over 1700 individual requests!*

Tracking the requests that come in allows CCHRSC to identify which topics or subject matter are most in-demand in the sector. It also provides insight into how end users prefer to receive information, which helps determine the most appealing format for different publications.

This year's top five most in-demand print and electronic documents are listed below:

PRINT TOP FIVE 2006-07	NUMBER OF INDIVIDUAL REQUESTS	NUMBER DISTRIBUTED IN RESPONSE TO INDIVIDUAL REQUESTS (OFTEN MORE THAN 1 COPY WAS REQUESTED)
Occupational Standards for Child Care Administrators	1166	1034 English / 132 French
CCHRSC Brochure	125	2,353
Working for Change: CD-Rom	116	332
Working for Change: Executive Summary	100	872
CCHRSC Bulletin	35	498

DOWNLOADS TOP FIVE 2006-07	NUMBER OF DOWNLOADS
Child Care Wages — Research Paper	4,064 (2,624 English / 1,440 French)
Working for Change — Main Report	3,847 (3,064 English / 783 French)
Working for Change — Profiles and Case Studies	1,580 (992 English / 588 French)
A Snapshot of the Child Care Workforce — Research Paper	1,556 (1,168 English / 388 French)
Student Perspectives — Research Paper	1,079 (767 English / 312 French)

OUTREACH & PARTNERSHIP ACTIVITIES

This year representatives of the sector council participated in the following initiatives:

ECE Affinity Group

The ECE Affinity group began in March 2005 as a joint initiative of the Association of Canadian Community Colleges and the CCHRSC. In 2006, the group's first forum was held at Red River College in Winnipeg, MB. More than 80 participants from Canada's ECE training community came together to share ideas and best practices and discuss current issues and trends at the event. The group continues to work together as an on-line community and a second face-to-face event is being planned for Fall 2007.

The Alliance of Sector Councils (TASC)

- Communications Committee — *Member*
- Legal Issues Committee — *Member*
- Working Group on Career Issues — *Co-Chair*
- Working Group on Labour Market Information — *Member*
- Working Group on the Self-Employed — *Member*

Government of Ontario

- Expert Panel on Quality and Human Resources Issues in Early Learning and Child Care — *Member*

Newfoundland and Labrador

- Child Care Workforce Recruitment and Retention Industrial Adjustment Services Committee — *Member*

CCHRSC FOCUS GROUPS, WORKSHOPS, AND INFORMATION SHARING.

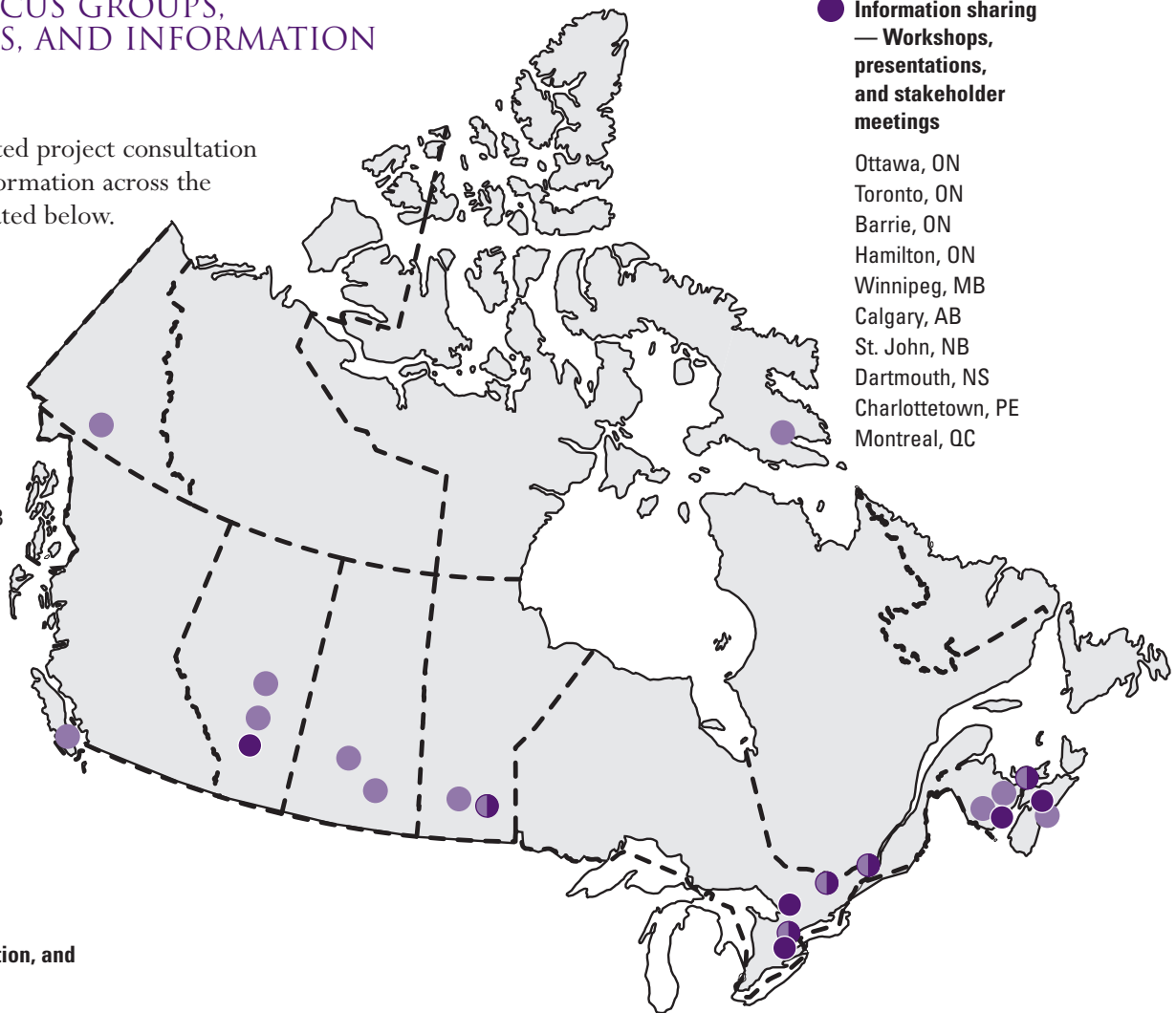
CCHRSC conducted project consultation and/or shared information across the country, as illustrated below.

- **Research & Consultation**
- Ottawa, ON
- Toronto, ON
- Vancouver, BC
- Winnipeg, MB
- Portage la Prairie, MB
- Red Deer, AB
- Edmonton, AB
- Whitehorse, YT
- Halifax, NS
- Charlottetown, PE
- Iqaluit, NU
- Saskatoon, SK
- Regina, SK
- Fredericton, NB
- Moncton, NB
- Montreal, QC

- **Research & Consultation, and Information Sharing**

- **Information sharing — Workshops, presentations, and stakeholder meetings**

- Ottawa, ON
- Toronto, ON
- Barrie, ON
- Hamilton, ON
- Winnipeg, MB
- Calgary, AB
- St. John, NB
- Dartmouth, NS
- Charlottetown, PE
- Montreal, QC



AUDITOR'S REPORT

To the Directors of
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, 2007 and the statement of revenue and expense for the year then ended. These financial statements are the responsibility of the Council'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 the Council as at March 31, 2007 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 1, 2007

OUSELEY HANVEY CLIPSHAM DEEP LLP
Licensed Public Accountants

Statement of Financial Position as at March 31, 2007	2007	2006
CURRENT ASSETS		
Cash	\$ 78,584	\$ 78,083
Accounts receivable	22,488	18,557
Prepaid expenses	641	7,330
	\$ 101,713	\$ 103,970
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	98,424	90,448
Deferred revenue	4,074	13,535
	102,498	103,983
NET ASSETS		
Unrestricted (deficit)	(785)	(13)
	(785)	(13)
	\$ 101,713	\$ 103,970

Statement of Changes in Net Assets as at March 31, 2007	2007	2006
UNRESTRICTED NET ASSETS (DEFICIT)		
Balance — beginning of year	\$ (13)	\$ (13)
Net expense for the year	(772)	—
Balance — end of year	\$ (785)	\$ (13)

Statement of Revenue and Expense for the year ended March 31, 2007	2007	2006
REVENUE		
Contributions – Government of Canada	\$ 900,443	\$ 811,966
Interest	33	38
Other	538	1,290
	\$ 901,014	\$ 813,294
EXPENSE		
Salaries and benefits	212,742	189,093
Contract personnel and professional fees	308,854	205,604
Printing, production and dissemination	71,195	90,838
Hospitality	11,486	23,575
Translation	37,834	19,442
Interpretation	23,895	27,107
Overhead	112,859	92,284
Travel	122,921	165,364
	901,786	813,307
NET EXPENSE FOR THE YEAR	\$ (772)	\$ (13)

Notes to Financial Statements March 31, 2007	2007	2006
ECONOMIC DEPENDENCE		
During the year the Council received approximately 99.9% of its revenue from Human Resources and Skills Development Canada. This revenue was applied to expenses in the following areas:		
Infrastructure	\$ 515,630	\$ 485,137
Communications Framework and Website Development	14,185	90,176
Supporting Administration and Management in Child Care	33,950	199,729
Training	237,035	32,458
Career Awareness	99,643	4,466
Other	571	1,328
	\$ 901,014	\$ 813,294

COMMITMENTS		
The Council has entered into a lease for office premises which expires on July 31, 2010. Minimum annual lease payments are \$20,193 per year. In addition, operating costs are currently estimated to be \$19,659 per year.		

BOARD MEMBERS

Note: Sector Council Board and Executive members are appointed for one or two-year terms. Dates indicate when a transition occurred, for example when one term ended and a new member joined.

EXECUTIVE COMMITTEE

Joanne Morris — Sector Council Chair

Faculty, Early Childhood Education, College of the North Atlantic

Director at large

Newfoundland & Labrador

Karen Chandler

(moved from Board to Executive in July 2006)

Professor, George Brown College

Representative: Canadian Child Care Federation

Ontario

Barbara Coyle

(April – June 2006)

Executive Director, Canadian Child Care Federation

Representative: Canadian Child Care Federation

Ontario

Jamie Kass

Child Care Coordinator CUPW

Representative: Canadian Union of Public Employees

Ontario

Raymonde Leblanc

(April – October 2006)

Conseillère syndicale, Confédération des syndicats nationaux

Representative : Confédération des syndicats nationaux

Quebec

Christine McLean

Past Chair, Child Care Advocacy Association of Canada

Representative: Child Care Advocacy Association of Canada

Newfoundland & Labrador

Dixie Mitchell

Child Care Consultant

Director at Large

New Brunswick

Gay Pagan

(moved from Board to Executive in November 2006)

Manitoba Government and General Employees' Union

Representative: National Union of Public and General Employees

Manitoba

COUNCIL MEMBERS

Sheila Davidson

(April - September 2006)

Child and Youth Advocate, City of Vancouver

Representative: Child Care Advocacy Association of Canada

British Columbia

Sue Delanoy

(November 2006 - Present)

Executive Director, Saskatoon Communities for Children

Representative: Child Care Advocacy Association of Canada

Saskatchewan

Elaine Ferguson

(September 2006 - Present)

Executive Director, Child Care Connections

Representative: Canadian Child Care Federation

Nova Scotia

Joanne Fournier

(February 2007 - Present)

Enseignante en Techniques d'éducation à l'enfance,
Cégep du Vieux Montréal

Representative: Confédération des syndicats
nationaux

Quebec

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

Maureen Hall

Director, Today's Family

Director at large

Ontario

Marta Juorio

Director of Child Care, YWCA Child Development
Centre

Representative: Child Care Advocacy Association
of Canada

Saskatchewan

Marcia Lopez

(April – September 2006)

Toronto Home Child Care Office, Family Day
Care Services

Representative: Canadian Union of Public Employees

Ontario

Kathy Reid

Director, Manitoba Child Care Program,
Manitoba Dept. of Family Services and Housing

Provincial/Territorial Director

Director at Large (ex officio)

Manitoba

Josée Roy

Adjointe à l'exécutif

Confédération des syndicats nationaux

Representative : Confédération des syndicats
nationaux

Quebec

Stephanie Seaman

B.C. Government and Service Employees' Union

Representative: National Union of Public and
General Employees

British Columbia

Bonnie Traverse

Day Care Director, Lake St. Martin's Day Care

Director at Large

Manitoba

Margot Young

(September 2006 – Present)

Representative: Canadian Union of Public Employees

Ontario

STAFF 2006-07

Tina Bergeron / Geneviève Labrèche

Administrative Coordinator

Diana Carter

Executive Director

Kathryn Ohashi

Financial & Administrative Officer

Samantha Peek

Communications & Project Officer



CONTACT INFORMATION

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