

# Child Care Human Resources Sector Council



## ANNUAL REPORT 2008-2009

### MESSAGE FROM THE CHAIR AND EXECUTIVE DIRECTOR

Throughout 2008-09, the CCHRSC had a number of important projects underway. In addition, many changes and initiatives across Canada's ECEC sector made 2008-09 an especially busy and exciting year.

The need for transferability of credentials led to the CCHRSC's *Pathways to Credentialing Project*, which focused on documenting all aspects of the credential assessment processes that exist in different provinces / territories across Canada. At the same time, the Agreement on Internal Trade (AIT)'s labour mobility requirements led several provinces and territories to work together to assess the agreement's impact on early childhood educators and assistants. The CCHRSC watched the development of the AIT with interest and learned a great deal that will inform both the *Pathways* project and our future work.

The *Occupational Standards for Early Childhood Educators (ECEs)* project also reflects the continuing growth and evolution of the early childhood educator role. Updating the occupational standards – originally developed by our partner organization the Canadian Child Care Federation in 2003 – provides an opportunity to closely examine all aspects of the occupation and the skills, knowledge, and abilities required. Through this project, the voice of front-line ECEs will inform the development of a comprehensive set of standards that will guide the future work of the sector.

Across the country ECEC services are experiencing a shortage of trained staff. Throughout 2008-09, valuable information about the current supply and demand for the ECEC workforce was generated through the *Understanding and Addressing Workforce Shortages in ECEC Project*.

Quality data is the foundation for moving forward and demonstrating to policymakers, academics, and other key stakeholders the importance of investing in the ECEC sector. That's why much of our work this year focused on improving the quality and availability of data on the ECEC workforce. In addition to the *Shortages* project, the *Labour Market Information Research Agenda Project* offered an opportunity for experts from across Canada to collaborate and identify ways to improve long-term data collection. We are enthusiastic about the results of both projects and look forward to sharing them in the coming year.

The contribution of our member organizations has always been at the heart of our work. This year we bid farewell to an organization that has been with the CCHRSC since the beginning – the Confédération des syndicats nationaux (CSN). Through long-time board members Raymonde LeBlanc, Josée Roy and Joanne Fournier, the CSN made a substantial contribution to the CCHRSC's development. We will greatly miss their voice at the council table as they turn their focus to child care issues in Quebec.

Finally, we would like to thank the many people who donated their time, energy, and resources to our projects this year. Participation in steering committees, focus groups, interviews, and surveys is the key to the success of our projects. Of particular note we would like to thank our dedicated staff and board members for successfully ensuring the implementation of the many projects undertaken to date. As we move forward with the *Emerging Issues in ECEC* and *Curriculum Development* projects in 2009-2010, we look forward to your continued engagement and support.

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 2008-09

### Supporting Employers in the ECEC Sector *Project Timeframe: June 2007 – February 2009*

Employers are a key target audience for addressing the human resources challenges facing Canada's early childhood education and care (ECEC) sector. Yet there is a lack of information at the pan-Canadian level regarding the range and type of employers in the sector and their related HR needs. The *Supporting Employers* project was developed to address that issue and began in June 2007, with a focus on:

- improving the understanding of employer governance models in regulated early childhood education and care settings;
- documenting the human resources (HR) needs of ECEC employers in different regulated settings and contexts;
- determining employers' perspectives on how best to address priority HR issues in the sector, documenting innovative practices or tools that already exist; and
- determining what tools could be developed to address prioritized HR issues.

While research began in 2007-08, project work ramped up in 2008-09. Over 987 employers contributed to the project through an extensive employer survey, while 10 additional employer focus groups enhanced the findings of the 12 focus groups conducted in 2007-08. In total, over 1,100 stakeholders donated their time and insight over the

life of the Supporting Employers project. The end result was series of documents that paint a picture of what it means to be an ECEC employer in Canada and provides strategies and recommendations that will help meet employer needs. Documents produced as part of the project include:

- **Main Report:** This document provides an in-depth analysis of all findings of the *Supporting Employers in ECEC Project*, including the results of the literature review, employer survey, key informant interviews, focus groups and related recommendations.
- **Executive Summary:** This report summarizes key findings and recommendations from the *Main Report: Supporting Employers in ECEC Project*.
- **Provincial/Territorial Mapping of Human Resource Issues:** This report identifies the range of governance/employer models, the size/scope of operations, and the associated human resources issues of employers in each province/territory.
- **Literature Review:** This report provides a full discussion of the key trends and issues affecting human resources in the early childhood education and care sector.
- **Employers Model in Canada's ECEC Sector:** This document contains a series of 14 descriptive articles designed to bring ECEC governance models to life by exploring different programs and models from the employer perspective.
- **Preliminary Findings:** This document provides a summary of the preliminary project research findings, including the results of the employer survey, the literature review, focus groups, and key informant interviews.

Research findings were presented in Toronto and Vancouver in Winter 2009. The results of this project will provide the foundation for future work, including the development of tools and resources designed to address key employer issues and support them in their day-to-day work.

## Understanding and Addressing Workforce Shortages in ECEC

*Project timeframe: December 2007 – September 2009*

The *Workforce Shortages* project focuses on examining the factors that affect the supply and demand of the early childhood education and care (ECEC) workforce in order to:

- define the number of ECEC workers currently needed across Canada by exploring factors that influence supply and demand;
- document the impact of current shortages on the ECEC sector, labour market engagement, and on the economy;
- identify innovative strategies in dealing with staff shortages; and
- explore the feasibility of developing a forecasting model to predict future shortages.

In 2008-09 the focus was on data collection as provincial /territorial government officials and ECEC experts from across the country shared their data, insight, and approaches with the consulting team.

Following the data collection phase, a team of economists from the Centre for Spatial Economics (C4SE) set to work documenting the findings by creating the first three project reports:

- Literature Review of the Early Childhood Education and Care Labour Market;
- Literature Review of Socioeconomic Effects and Net Benefits; and
- Estimates of Workforce Shortages

Work will continue in 2009-10, with a focus on documenting additional findings around recruitment and retention and exploring the feasibility of creating a forecasting model to predict future shortages. Prior to the release of the final reports in Fall 2009, presentations will be held in various Canadian cities to share the research findings.

## Pathways to Credentialing in the ECEC Sector

*Project Timeframe: November 2008 – April 2010*

Currently, many provinces or territories have different certification/registration/credential assessment practices for early childhood educators (ECEs), while others have no system or process in place. As a result, ECEs may encounter difficulty having a credential achieved in one province or territory recognized in another. This has a direct impact on the sector's ability to retain a skilled workforce. That's why the CCHRSC developed the *Pathways* project, which focuses on enhancing workforce mobility and increasing understanding of credential assessment processes across the country. The project began in February 2008 with a focus on:

- identifying all aspects of the credential assessment or certification/registration practices currently in place for ECEs in each province/territory, and how they relate to one another;
- developing and promoting tools to assist in analysis of certification/registration processes; and
- developing tools to encourage skills development in the sector, such as the *Essential Skills for Early Childhood Educators* and the *Occupational Language Assessment for Early Childhood Educators*.

This year, research team Flanagan & Associates conducted a comprehensive review of literature on credentialing and related topics such as foreign credentialing and prior learning assessment and recognition. Face-to-face consultations with ECE credentialing experts in 10 different provinces /territories across Canada provided an opportunity to explore credentialing practices first-hand and to collect materials used in the assessment process. These activities provided the foundation for the draft *Guide to ECE Credentialing*, which will be validated and released as an on-line, searchable database in 2010. The *Occupational Language Assessment for ECEs* will also be available on-line in 2010.

## **Labour Market Information Research Agenda**

### ***Project timeframe: April 2008 – September 2009***

The *Labour Market Information Research Agenda* project responds to the need for consistent, regularly collected, pan-Canadian data on the ECEC workforce. The goal of the project is to examine how data on the early childhood education and care (ECEC) sector is collected, and identify ways to improve the quality and availability of future data and data collection methods. The findings of this project will help to:

- improve the quality and availability of data on Canada's ECEC workforce;
- make recommendations for consistent definitions and data collection methods; and
- enable decision makers and the sector to accurately define, understand and address labour market issues.

A research agenda for the ECEC Sector was developed with the assistance of a panel of experts that included labour market economists, ECEC data experts, researchers and government representatives from federal, provincial and municipal jurisdictions. The panel worked to identify ways to improve the availability and collection of labour market information in its first two face-to-face consultation sessions (January and March 2009). They will meet once more in May in order to set priorities and establish the final 2-4 year research and planning agenda.

## **Occupational Standards for Early Childhood Educators**

***Project Timeframe: September 2008 – April 2010***

The job of the early childhood educator has changed and become even more complex. That's why the *Occupational Standards for ECEs* project focuses on updating the first set of *Practitioner Standards* developed by the Canadian Child Care Federation, to ensure they are current and accurately reflect changes in the occupation since 2003. This work is especially important because occupational standards provide the foundation for building a well-trained and skilled workforce. Key project objectives include:

- exploring the full range of services ECEs provide to determine the scope of the core occupation and identify any new/emerging occupations where additional standards should be developed;
- developing *Occupational Standards for ECEs* that completely and accurately reflect the skills, knowledge, and abilities required for the core occupation in the ECEC sector; and
- identifying training gaps and prioritizing the key areas where curricula should be developed or expanded for the core role in ECEC.

Project work in 2008-09 focused on a formal literature review and a pan-Canadian survey in which more than 750 participants helped define the scope of the occupation and identify key trends and issues. Key informants were interviewed in order to determine if the work of educators in school-aged care, infant care and family child care should be included in the same set of standards. With the preliminary research phase now complete, 2009-2010 will focus on the development of the new *Occupational Standards for ECEs*, to be released in Spring 2010.

## ***A note on projects under development in the 2009–10 period***

In addition to the projects that were active this fiscal year, the CCHRSC also completed preliminary work on two other projects scheduled to begin in 2009-2010. They include:

- ***Examining the Human Resource Implications of Emerging Issues in ECEC/Communications Strategy Development***
- ***Curriculum Development for Child Care Administrators***

More detailed information and updates on the status of this project can be found on our web site:

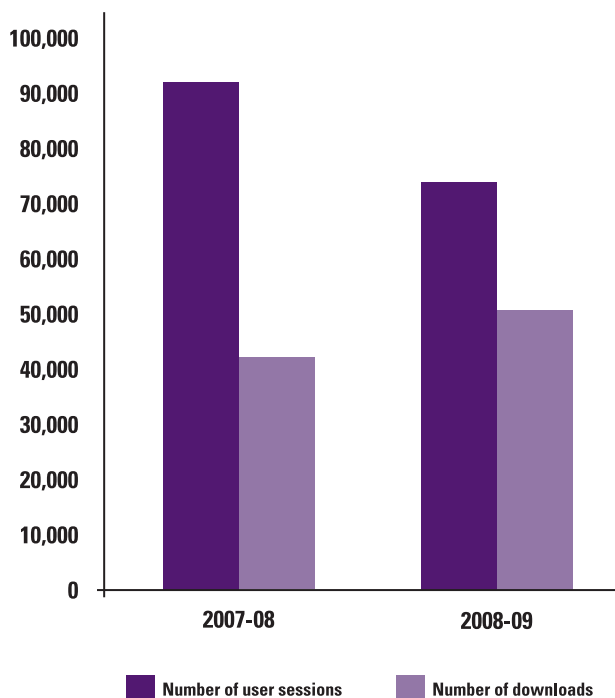
[www.ccsc-cssge.ca](http://www.ccsc-cssge.ca)

## COMMUNICATIONS & OUTREACH ACTIVITIES

For the fifth year in a row, use of CCHRSC web site remains quite steady, while the length of user sessions has increased significantly. See the graph below for a detailed breakdown.

WEB SITE	2007-08	2008-09
Average length of sessions	00:07:41	00:21:12

## WEB USE AND DOWNLOADS



TOP 10 PRINT ORDERS AND DOWNLOADS 2008-09 TITLE OF DOCUMENT	DOWNLOADS	PRINT	TOTAL
Child Care Wages and a Quality Child Care System (2005)	5,919 (English: 3,979 / French: 1,940)	13	<b>5,932</b>
Working for Change – Main Report (2004)	4,486 (English: 3,883 / French: 603)	54	<b>4,540</b>
Working for Change – Profiles and Case Studies (2004)	1,798 (English: 1,519 / French: 279)	4	<b>1,802</b>
Occupational Standards for Child Care Administrators (2006)	582 (English: 473 / French: 109)	1,147	<b>1,729</b>
Employer Models in Canada’s ECEC Sector (2008)	1,544 (English: 1,099 / French: 445)	43	<b>1,587</b>
A Snapshot of the Child Care Workforce (2005)	1,521 (English: 1,089 / French: 432)	3	<b>1,524</b>
ECE Affinity Group: Something to Share (2008)	1,419 (English: 608 / French: 811)	20	<b>1,439</b>
Future Child Care Workforce: Perspectives (2005)	951 (English: 680 / French: 271)	2	<b>953</b>
What Factors Influence Wages and Benefits in Early Learning and Child Care Settings (2006)	930 (English: 897 / French: 33)	21	<b>951</b>
Working for Change – Executive Summary (2004)	890 (English: 710 / French: 180)	54	<b>944</b>

## 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 more than 85 participants attended the annual forum held in Montréal, Quebec. The event was an opportunity to share best practices, discuss common issues, and to review resources such as the Canadian Child Care Federation's *National Guidelines for Training* and its companion self-assessment tool *Towards Excellence* in support of quality national standards regarding ECE training and credentialing in Canada.

### *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, Aboriginal Engagement, Career Issues, Communications, Governance, Foreign Credential Recognition and Immigration, Labour Market Information, Legal Issues, Self-Employment, and Standards/Certification.

### *Members of the CCHRSC also participated in the following sectoral initiatives in 2008–09:*

#### **Ontario:**

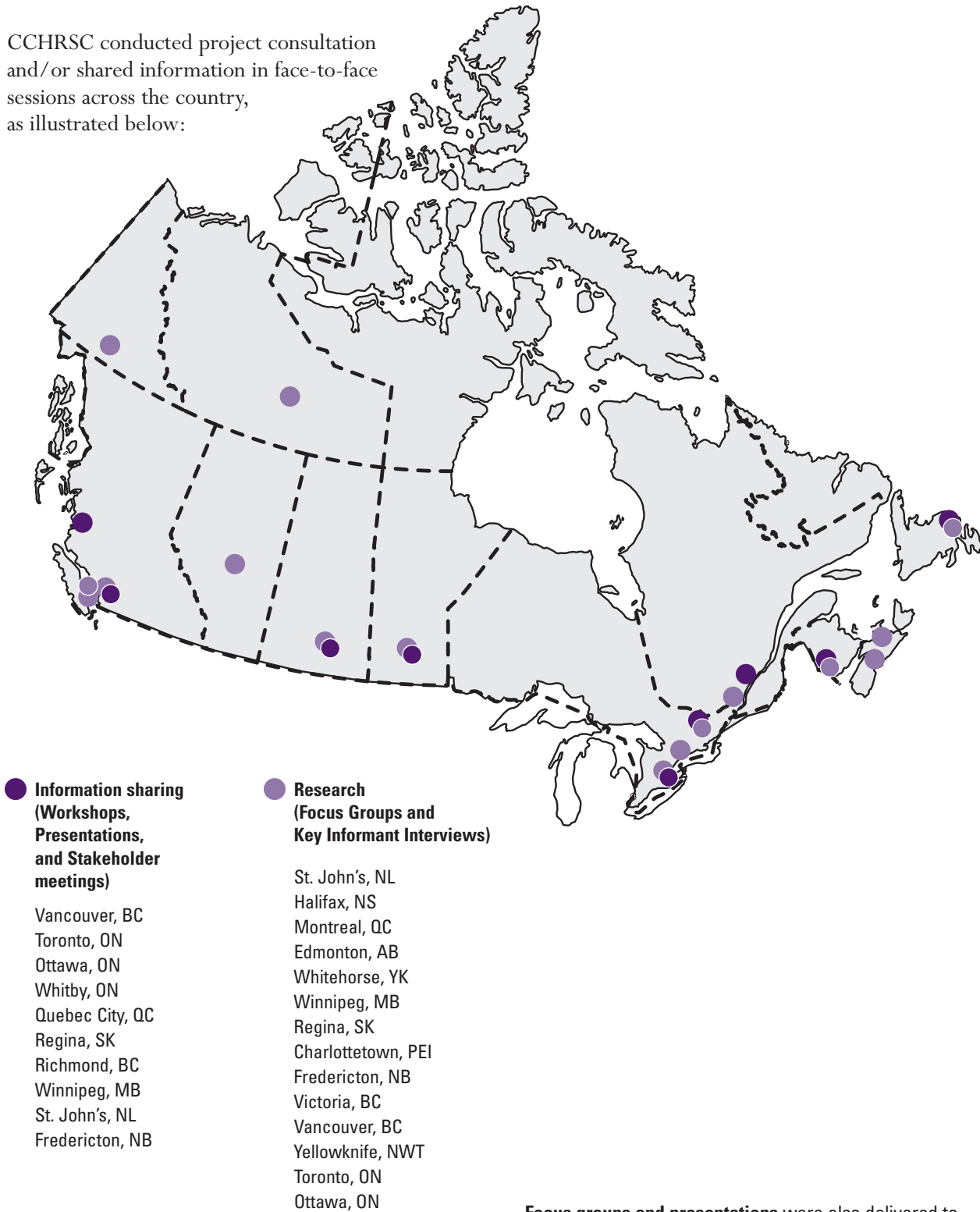
Mentoring Advisory Committee for the Mentoring Pairs for Child Care project for Supervisors.

#### **Newfoundland and Labrador:**

Provincial Child Care Services Advisory Committee  
ECE Human Resources Council

## 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:



**Focus groups and presentations** were also delivered to stakeholders in the Yukon and Nunavut via conference calls.

## 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, 2009 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, 2009 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, 2009

OUSELEY HANVEY CLIPSHAM DEEP LLP  
Licensed Public Accountants

<b>Statement of Financial Position as at March 31, 2009</b>	<b>2009</b>	<b>2008</b>
<b>CURRENT ASSETS</b>		
Cash	\$ 80,232	\$ 75,496
Accounts receivable	51,618	17,271
Prepaid expenses	30,515	891
	<b>\$ 162,365</b>	<b>\$ 93,658</b>
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	117,644	84,982
Deferred revenue (note 3)	38,788	8,132
	156,432	93,114
<b>NET ASSETS (DEFECIT)</b>		
Unrestricted	5,933	544
	5,933	544
	<b>\$ 162,365</b>	<b>\$ 93,658</b>

<b>Statement of Changes in Net Assets as at March 31, 2009</b>	<b>2009</b>	<b>2008</b>
<b>UNRESTRICTED NET ASSETS</b>		
Balance — beginning of year	\$ 544	\$ (785)
Net revenue for the year	5,389	1,329
Balance — end of year	\$ 5,933	\$ 544



<b>Statement of Revenue and Expense for the year ended March 31, 2009</b>	<b>2009</b>	<b>2008</b>
<b>REVENUE</b>		
Contributions – Government of Canada	\$ 1,170,825	\$ 785,639
Interest and other	5,765	943
	<b>\$ 1,176,590</b>	<b>\$ 786,582</b>
<b>EXPENSE</b>		
Salaries and benefits	263,790	241,484
Contract personnel and professional fees	494,779	206,368
Printing, production and dissemination	39,906	42,822
Hospitality	15,272	7,500
Translation	40,513	29,670
Interpretation	17,422	14,890
Overhead	121,169	111,949
Travel	178,350	130,570
	<b>1,171,201</b>	<b>785,253</b>
<b>NET REVENUE FOR THE YEAR</b>	<b>\$ 5,389</b>	<b>\$ 1,329</b>

## NOTES TO FINANCIAL STATEMENTS MARCH 31, 2009

### 1. SIGNIFICANT ACCOUNTING POLICIES

#### a) Organization

The Child Care Human Resources 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 for specific projects is charged directly to project expenditure. In the current year, \$5,789 (2008 - \$7,899) in capital assets were purchased through project 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.

#### f) Financial instruments

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.

### Notes to Financial Statements March 31, 2009

#### ECONOMIC DEPENDENCE

During the year the Council received approximately 98.6% of its revenue from Human Resources and Skills Development Canada (HRSDC). The HRSDC revenue has been recorded in the following program areas:

	2009	2008
Infrastructure	\$ 504,839	\$ 489,467
Supporting Employers	129,749	126,176
Addressing Workforce Shortages	200,098	28,439
Credentialing	112,399	50
Labour Market Information Research Agenda	140,405	-
Occupational Standards for ECE	83,335	-
Training	-	141,507
	<b>\$ 1,170,825</b>	<b>\$ 785,639</b>

#### COMMITMENTS

The Council leases office space under a lease agreement that extends to July 31, 2010. Minimum annual lease payments are \$21,000 per year. In addition, annual operating costs are currently estimated to be \$21,100.

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## BOARD MEMBERS

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 2008-2009 fiscal year.

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## COMMITTEE MEMBERS

### **Lenora Angel** *(May 2008 - Present)*

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 Delanoy**

Executive Director, Saskatoon Communities for Children

Representative: Child Care Advocacy Association of Canada

Saskatchewan

### **Joanne Fournier** *(term ended Sept. 2008)*

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

### **Sharon Gregson** *(May 2008- Present)*

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

### **Marta Juorio** *(term ended May 2008)*

Former Director of Child Care, YWCA Child Development Centre

Representative: Child Care Advocacy Association of Canada

Saskatchewan/British Columbia

### **Jamie Kass**

Child Care Coordinator CUPW

Representative: Canadian Union of Public Employees (CUPE)

Ontario

### **Ann L. Keizer** *(Sept. 2008 - Present)*

Early Childhood Consultant, Government of the North West Territories

Director at Large

North West Territories

### **Christine McLean**

Past Chair, Child Care Advocacy Association of Canada

Representative: Child Care Advocacy Association of Canada

Newfoundland & Labrador

**Dixie Mitchell** *(term ended May 2008)*

Child Care Consultant  
 Director at Large  
 New Brunswick

**Joanne Morris** - Sector Council Chair

Faculty, Early Childhood Education, College of the  
 North Atlantic  
 Director at Large  
 Newfoundland & Labrador

**Gay Pagan** *(term ended March 2009)*

Manitoba Government and General Employees Union  
 Representative: National Union of Public and General  
 Employees  
 Manitoba

**Kathy Reid** *(term ended May 2008)*

Director, Manitoba Child Care Program, Manitoba  
 Dept. of Family Services and Housing  
 Representative: Provincial/Territorial Directors  
 of ECEC Working Group  
 Director at Large (ex officio)  
 Manitoba

**Shane Richard**

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

**Josée Roy** *(term ended Sept. 2008)*

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 (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** *(Sept. 2008 - Present)*

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 board members who retired this year:

- Joanne Fournier, 2007 - 2008
- Marta Juorio, 2003 - 2008
- Dixie Mitchell, 2003 - 2008
- Gay Pagan, 2003 - 2009
- Kathy Reid, 2003 - 2008
- Josée Roy, 2003 - 2008

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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 Seaman, Committee Chair

Darcelle Cottons

Mary Goss-Prowse

Karen Chandler

Dixie Lee Mitchell

Gilles Cantin

Joanne Fournier

Melanie Dixon

### **Workforce Shortages Project Steering Committee**

Christine MacLean & Margot Young, Co-Chairs

Jan Carrie

Virginia O'Connell

Toby Sanger

Petr Varmuza

Carol Ann Young

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

Mary Goss-Prowse, Committee Chair

Joanne Morris

Murray Kleiter

Laura Sheehan

Diane Nyisztor

### **Supporting Employers Steering Committee**

Denise Gilbert & Darcelle Cottons, Committee Co-Chairs

Jamie Kass

Hubert Fenton-Smedts

Natalie Weller

Valerie Nease

Gillian Moir

Linda Cottes

Shane Richard

Claude Tremblay

## 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 and 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

The CCHRSC would also like to thank the more  
than 2,000 people who work in the ECEC sector for  
contributing to sector council initiatives and project  
research through interviews, focus groups, and surveys  
this year.

## STAFF

**Diana Carter**, Executive Director

**Kathryn Ohashi**, Financial & Administrative  
Manager

**Samantha Peek**, Communications & Project  
Manager

**Marie-Anne Ruelland**, Administrative Coordinator

## PROJECT COORDINATORS

**Connie Brigham**

**Ashley Stewart**

### CONTACT INFORMATION

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