

# Child Care Human Resources Sector Council



## ANNUAL REPORT 2010-2011

### MESSAGE FROM THE CHAIR AND EXECUTIVE DIRECTOR

It is our pleasure to share the 2010-2011 Annual Report (April 1, 2010 – March 31, 2011) detailing the work of the Child Care Human Resources Sector Council (CCHRSC) in our 8<sup>th</sup> year of operation. During this time the CCHRSC has evolved and become more established, visible and relevant, continuing to address challenging and pressing human resource issues facing the sector. We have begun to see the effects of our work across the country in a number of areas – some of them highlighted in this annual report. However it is not just about results, but about the level of engagement by the ECEC sector and the pride and enthusiasm they have in contributing to the development of systematic approaches to addressing HR issues across Canada. Through the participation and engagement of many individuals from the sector, step by step, project by project, we are beginning to see the beneficial effects of our work and positive impact over time.

This year, CCHRSC completed several projects that lead to a wide variety of reports, products and tools created in close collaboration with those working in the ECEC sector. We believe each project has immense value for the sector. One example is the *Occupational Standards for Early Childhood Educators (ECEs)* released in March 2010, with 16,000 copies distributed and downloaded since their release. The standards have been widely used throughout the sector and have proven to be one of the most popular CCHRSC products distributed to date. Another example is the *Online Guide to Credentialing* that allows users to search and compare the requirements to work in ECEC in each province and territory across Canada. This tool is widely used by sector stakeholders, including child care licensing officials, ECEC faculty, decision-makers, government ministries, branches and departments,

and many others. Another of this year's projects, the *Curriculum Development project*, was especially important for child care administrators, as it confirmed the need and feasibility of developing a curricula program specifically for administrators.

Moving forward, we are excited about several upcoming projects that will be practical and beneficial for the sector. The *HR Toolkit project* began in November 2010 and will result in an online Toolkit specifically designed for our sector that will contain valuable HR policies, templates and other resources for managing HR issues in the workplace. An *Employer-Employee Survey project* is also underway and will provide current, first-hand data on employer-employee HR dynamics and perspectives. The information will help centre Directors practice making informed HR decisions, providing strategies to reduce turnover and assist with long-term planning. We are also excited to begin our *Communications and Website Update project*, designed to ensure that our website is user friendly and interactive. This project will also develop a series of video profiles about administrators and ECEs that will provide a first-hand glimpse of what it means to work in the ECEC sector; a series of papers outlining how ECEs, employers, post-secondary faculty, and policy makers can use CCHRSC resources; and a new CCHRSC presentation. All of these will be featured on our brand new website which will be launched in 2012.

In 2010, the Council conducted an organizational Governance Review. The primary focus was the assessment of the structure of the Board to ensure that the CCHRSC has good representation on the board by those responsible for HR management. The review included extensive consultation with a range of stakeholders resulting in confirmation of sound governance practices, and recommendations that will help ensure the organization is representative of a variety of employers and other sector stakeholders.

As the CCHRSC looks ahead there are several important areas of project focus including facilitation of an update of the Occupational Standards for Child Care Administrators, originally published in 2006. In addition, the CCHRSC hopes to develop occupational profiles to compliment the 2010 Occupational Standards for ECEs (for school age, special needs, family care and infant child care).

CCHRSC continues to achieve excellent results through our project work. We have been able to do so because of the extensive leadership, support and participation of our sector employers and stakeholders. Of particular note, we would like to thank our Board of Directors, project steering committee members and staff whose dedication and commitment ensure that the work completed is of the highest quality. We couldn't accomplish the work we undertake on behalf of the sector without the participation of so many people across Canada. It has been an honour to work with so many amazing people.



Denise Gilbert  
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 APRIL 1, 2010 – MARCH 31, 2011

### Pathways to Early Childhood Education Credentialing in Canada

*Project Timeframe: March 2008 – April 2010*

The Pathways to Credentialing project wrapped up at the start of this fiscal year with the launch of the Online Guide to Credentialing. The Online Guide allows users to review requirements and certification processes to work as an ECE in their own province or territory, as well as compare requirements between other provinces and territories. Each province and territory has its own set of required qualifications and its own approach to certification, classification and equivalency.

The Guide has been used frequently since its release and the website has been visited over 4,000 times. The companion document, Pathways to Credentialing Report, was also released in print format. The report is intended for credentialing officials, policy makers, researchers and employers, and it:

- provides an overview of the systems or approaches to credentialing in place in each province or territory and the policy that guides them;
- provides a context for areas related to credentialing, including foreign credential recognition and prior learning assessment and recognition;
- profiles practices in foreign credential recognition and prior learning assessment and recognition; and
- explores the impact of Canada's Agreement on Internal Trade on labour mobility in the ECEC sector.

The Pathways to Credentialing project officially ended in April 2010.

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

*Project Timeframe: October 2008 – June 2011*

This project focused on updating the original Occupational Standards for Child Care Practitioners developed by the Canadian Child Care Federation (CCCCF) in 2003. The standards reflect the changing work environment of early childhood educators (ECEs). The Occupational Standards for ECEs describe the skills, knowledge, and abilities early childhood educators need to do their job effectively. The standards were officially released in March 2010 both online and in print format. The Occupational Standards are available as a free download from the CCHRSC website and print copies are also available at cost. During the 2010-2011 fiscal year over 10,000 Occupational Standards for ECEs were disseminated across the country, along with 9600 summary OS Task Charts.

Tools were also developed to accompany the Occupational Standards, including a Task Profile Chart, and “How-To” Guide. A Training Gaps Analysis was also conducted to provide an understanding of the differences between available curriculum and what ECEs required to be effective on the job. Project consultants travelled across Canada in the summer and fall delivering presentations and workshops on how to use the Occupational Standards. The “How-To” Guide and Training Gaps Analysis presentations were filmed in October 2010 and developed into online videos so that they could be accessed through the CCHRSC website by stakeholders across the country. The CCHRSC also partnered with the Early Childhood Community Development Centre (ECCDC) to produce a “Checklist” tool that allows practitioners to evaluate themselves on their job tasks and reflect on their skills, knowledge, and abilities, to be available in spring 2011.

This project also stemmed a pilot project that looked at the unique aspects of infant care within the ECE profession. An infant care profile was developed as a valuable accompaniment to the Occupational Standards and provides specific content related to working with infants.

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

*Project Timeframe: May 2009 – June 2010*

This project had two main objectives. The first was to develop a new communications strategy to ensure continued efficient management and communication with key stakeholders in the ECEC sector. The second objective was to identify and assess the impact of emerging issues (see below) on human resource and skill development in the ECEC sector through primary research and stakeholder consultation. Key emerging issues as identified by sector stakeholders were:

- integration of ECEC and education (school);
- school-age care (for children aged kindergarten-12 years);
- family child care; and
- inclusion (cultural diversity, special needs).

Project work included 46 key informant interviews. A survey was also conducted, and over 800 respondents participated. The results of the survey and key informant interviews were incorporated into a Situational Analysis report. Next steps in the project include developing a report on the Integration of ECEC and Education, as well as these snapshot reports on family child care, special needs and inclusion, and school age care. A Communications Strategy and Action Plan incorporating the findings from the CCHRSC governance review will be developed to guide the Communications Strategy of the organization until 2015.

## Curriculum Development for Child Care Administrators

*Project Timeframe: September 2009 – July 2010*

This project studied the feasibility of developing a post-diploma certificate program for ECE administrators, managers and directors working in ECEC. Project work began in Fall 2009 with a focus on research and gathering information on existing resources and training programs for ECE Administrators. This consisted of a situational analysis, key informant interviews, a literature review, and a survey of post-secondary institutions. The CCHRSC also hosted three “virtual information sessions” with faculty from post-secondary institutions offering ECEC programs across Canada. Following an application process, CCHRSC partnered with eight colleges and universities from across Canada to determine how to best go about developing curricula in Phase II of the project. The project resulted in all 8 colleges and universities committing to work collaboratively to develop an eight-course ECEC Administrator program, developed for online use.

## HR Toolkit

*Project Timeframe: November 2010 – May 2012*

The HR Toolkit project seeks to identify areas for the development of human resource management tools in order to improve human resource management (HRM) practices within ECEC employers. The goals of this project are to:

- provide ECEC employers (centre directors) with an HR Toolkit designed to improve their human resource management practices;
- enhance their capacity to retain staff; and
- improve overall job satisfaction among ECEs.

The HR Toolkit will include valuable materials and tools for employers, including sample HR policies, job analysis tools and job descriptions, ECEC specific templates, etc. The Toolkit will be available online through the CCHRSC website in spring 2012.

The project began in November 2010, and the official kick-off meeting with the consultant and project steering committee occurred in March 2011. The planning stage of the project has been completed, while a comprehensive literature review is underway to be followed by key informant interviews and a gaps analysis.

## COMMUNICATIONS AND OUTREACH ACTIVITIES

For the seventh year in a row, use of the CCHRSC website remains brisk, 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.

WEBSITE	2009-10	2010-11
Number of User Sessions	100,853	133,258
Number of Downloads	63,623	83,726
Average Length of Sessions	00:15:00	00:15:07

## TOP 10 PRINT ORDERS AND DOWNLOADS 2010-11

TITLE OF DOCUMENT	DOWNLOADS	PRINT	TOTAL
1 Occupational Standards for Early Childhood Educators (2010)	4,414 (ENG: 4,020/FR: 394)	5,604 (ENG: 4,922/FR: 682)	10,018
2 Occupational Standards for Early Childhood Educators - Task Profile Chart (2010)	1,456 (bilingual)	8,226	9,682
3 Child Care Wages & A Quality System (2005)	8,187 (ENG: 6,032/FR: 2,155)	—	8,187
4 Working for Change – Main Report (2004)	6,448 (ENG: 5,689/FR: 759)	25	6,473
5 Supporting Employers in Canada’s ECEC Sector - Employer Models in Canada’s ECEC Sector (2008)	5,432 (ENG: 3,058/FR: 2,374)	6	5,438
6 Occupational Standards for Early Childhood Educators - How To Guide (2010)	2,045 (ENG: 1,517/FR: 528)	821	2,866
7 Pathways to Credentialing in Canada’s ECEC Sector: Main Report (2010)	2,182 (ENG: 1,827/FR: 355)	15	2,197
8 Working for Change - Profiles and Case Studies (2004)	1,659 (ENG: 1,022/FR: 637)	—	1,659
9 A Portrait of Canada’s ECEC Workforce (2009)	1,495 (ENG: 1,125/FR: 334)	187	1,646
10 Workforce Shortages –Recruitment and Retention Challenges and Strategies (2009)	1,531 (ENG: 1,010/FR: 521)	30	1,561

## OUTREACH AND 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. In November 2010, 81 participants attended the annual forum held in Vancouver, B.C. The event was primarily focused on faculty teaching in ECE training programs across the country where participants had the opportunity to attend presentations, explore relevant emerging issues, take part in workshops, and network with others in the field.

### The Alliance of Sector Councils (TASC)

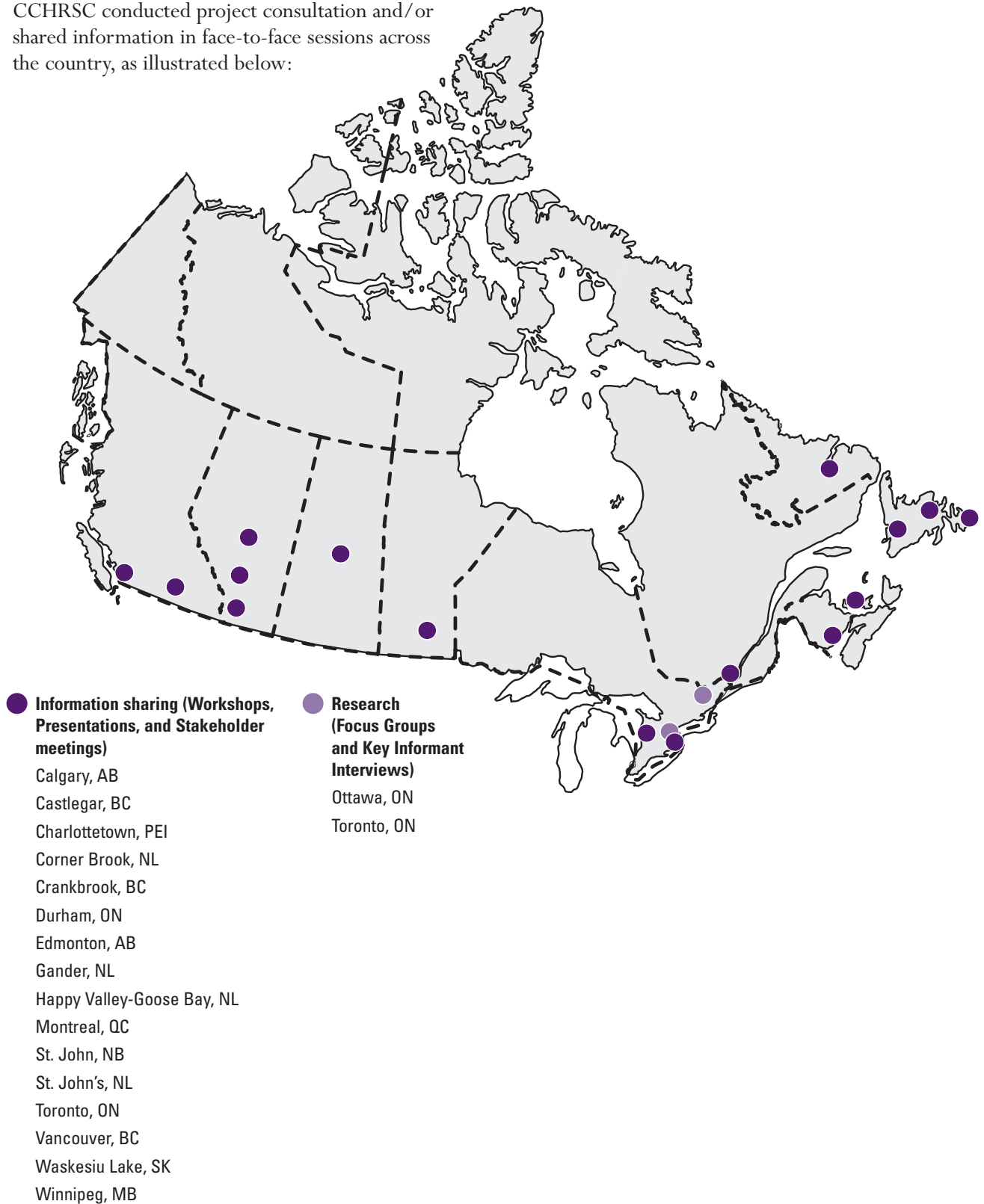
The Alliance of Sector Councils is the coordinating body for all 37 sector councils. While the subject matter each council explores is different, many of the issues are similar. As a result, TASC provides many opportunities for councils to work together, learn from one another, and develop shared resources.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

### HR Council for the Non-Profit Sector

The CCHRSC has had a close and collaborative working relationship with the HR Council for the Non-Profit Sector and would like to recognize their important contribution to the CCHRSC’s current HR Toolkit project. The HR Council has agreed that the CCHRSC can adapt or adopt any relevant aspects of their HR Toolkit.

## 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:





## AUDITORS' REPORT

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

We have audited the accompanying financial statements of Child Care Human Resources Sector Council, which comprise the statement of financial position as at March 31, 2011, and the statements of changes in net assets, operations and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### **Management's responsibility for the financial statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's responsibility**

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 comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of Child Care Human Resources Sector Council as at March 31, 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

OUSELEY HANVEY CLIPSHAM DEEP LLP  
Licensed Public Accountants

The CCHRSC's fiscal year runs from April 1 to March 31. The current audit was conducted by OHCD.

<b>Statement of Financial Position as at March 31, 2011</b>	<b>2010-2011</b>	<b>2009-2010</b>
<b>CURRENT ASSETS</b>		
Cash	\$ 52,965	73,170
Accounts receivable	17,746	78,491
Prepaid expenses	3,288	11,326
	<b>\$ 73,999</b>	<b>162,987</b>
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	40,442	146,384
	23	8,225
	40,465	154,609
<b>NET ASSETS</b>		
Unrestricted	33,534	8,378
	33,534	8,378
	<b>\$ 73,999</b>	<b>162,987</b>

<b>Statement of Changes in Net Assets as at March 31, 2011</b>	<b>2010-2011</b>	<b>2009-2010</b>
<b>UNRESTRICTED NET ASSETS</b>		
Balance – beginning of year	\$ 8,378	5,933
Net revenue for the year	25,156	2,445
Balance – end of year	<b>\$ 33,534</b>	<b>8,378</b>

<b>Statement of Revenue and Expense for the year ended March 31, 2011</b>	<b>2010-2011</b>	<b>2009-2010</b>
<b>REVENUE</b>		
Contributions – Government of Canada	\$ 689,621	1,448,855
Other income	33,299	13,700
	722,920	1,462,555
<b>EXPENSE</b>		
Salaries and benefits	346,678	340,239
Contract personnel and professional fees	121,180	524,930
Printing, production and dissemination	5,572	163,525
Hospitality	7,201	20,892
Translation	12,201	61,546
Interpretation	5,090	6,400
Overhead	100,027	127,890
Travel	99,815	214,688
	697,764	1,460,110
<b>NET REVENUE FOR THE YEAR</b>	<b>\$ 25,156</b>	<b>2,445</b>



## NOTE TO FINANCIAL STATEMENTS MARCH 31, 2011

### 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 through HRSDC Sector Council Program funding is charged directly to expense. In the current year, \$4,942 (2010- \$5,365) 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 disclosures 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.

# NOTES TO FINANCIAL STATEMENTS MARCH 31, 2011

## 3. Economic Dependence

Notes to Financial Statements March 31, 2011	2010-2011	2009-2010
<b>ECONOMIC DEPENDENCE</b>		
During the year the Council received 95% of its revenue from Human Resources and Skills Development Canada (HRSDC). The HRSDC revenue has been recorded in the following areas:		
Infrastructure	\$ 498,888	504,033
Occupational Standards for ECE	92,661	342,087
Curriculum Development	37,436	61,050
HR Toolkit	33,075	–
Emerging Issues	22,043	88,287
Employee Employer Survey	4,137	–
Credentialing	1,381	209,390
Labour Market Information Research Agenda	–	150,401
Addressing Workforce Shortages	–	93,607
	<b>\$ 689,621</b>	<b>1,448,855</b>

## 4. Commitments

The Council leases office space under a lease agreement that extends to September 30, 2015. Minimum annual lease payments approximate \$24,900 per year. In addition, annual operating costs are currently estimated to be \$21,700.

## 5. 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 16 members and one ex officio member, however, some member's terms either ended or began during the 2010-2011 fiscal year.

## BOARD MEMBERS ACTIVE BETWEEN 2010-2011

### **Sonya Corrigan**

Executive Director, Early Childhood Development Association of PEI  
Director at Large  
PEI

### **Darcelle Cottons**

Director, UBC Child Care Services  
Director at Large  
British Columbia

**Denise Gilbert** – *Sector Council Chair*  
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

### **Lu Ann Hill-MacDonald**

Advisor/Faculty, Seven Generations Education Institute  
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

### **Karen Ohlson**

Executive Director, KIDS Inc.  
Director at Large  
Manitoba

### **Cindy Page**

ECEC Instructor, Northern Lights College  
British Columbia

### **Joanne Morris\***

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

### **Gail Szautner**

Executive Director, Children's Choice Child Development Co-operative  
Director at Large  
Saskatchewan

### **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

### **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

### **Lenora Angel**

Executive Director, BC Government-Child Care  
Programs & Services Branch  
Ex officio member representing: Provincial/Territorial  
Directors of Child Care  
British Columbia

*\*The council would like to acknowledge the contribution  
of the following people*

- Joanne Morris (term ended September 2010)
- Karen Chandler (resigned May 2010)
- Lois Wales (resigned May 2010)

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## CCHRSC STAFF

**Diana Carter**, Executive Director

**Samantha Peek**, Strategic Communications & Project Manager

**Kathryn Ohashi**, Financial & Administrative Manager

**Marie-Anne Ruelland**, Administrative Coordinator

**Ashley Stewart**, Project Coordinator

**Meghan Bedour**, Communications Coordinator

## PROJECT STEERING COMMITTEE MEMBERS

### Occupational Standards Steering Committee

Stephanie Smith, Committee Chair, Chairperson, BCGEU Community Social Services- Lower Mainland, BC

Darcelle Cottons, Director, UBC Child Care Services, BC

Mary Goss-Prowse, Registrar of Certification, Association of Early Childhood Educators of Newfoundland and Labrador, NL

Karen Chandler, Professor, George Brown College, ON

Dixie Lee Mitchell, Child Care Consultant, NB

Gilles Cantin, Professor, Université du Québec à Montréal, QC

Joanne Fournier, Faculty, Cégep du Vieux-Montréal, QC

Melanie Dixon, Director of Professional Practice, College of ECE, ON

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

Mary Goss-Prowse, Committee Chair, Registrar of Certification, Association of Early Childhood Educators of Newfoundland and Labrador, NL

Joanne Morris, Faculty, College of the North Atlantic, NL

Murray Kleiter, Manager, Provincial Programs Childcare Development Branch, AB

Laura Sheehan, Director of Registration, College of ECE, ON

Diane Nyisztor, Coordinator, Vanier College, QC

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

Denise Gilbert, Executive Director, Schoolhouse Playcare Centre, ON

Jamie Kass, Child Care Coordinator, CUPW, ON

Maureen Hall, Director, Today's Family, ON

### Curriculum Development for Child Care Administrators Steering Committee

Gyda Chud, Committee Chair, Faculty, Vancouver Community College, BC

Janet Jamieson, Faculty, Red River College, MB

Karla Baxter-Vincent, Faculty, New Brunswick Community College, NB

Joanne Morris, Faculty, College of the North Atlantic, NL

### HR Toolkit Steering Committee

Arlene Ross, Project Chair, ED Global Child Care Service, ON

Karen Ohlson, Executive Director, KIDS Inc., MB

Margot Young, Researcher, CUPE, ON

Amanda Hudson, HR Advisor, HR Council for the Nonprofit Sector, ON

Ronna MacPherson, HR Manager, Andrew Fleck Child Care Services, ON

Lily Chen, HR Director, Association of Neighbourhood Houses of Greater Vancouver, BC

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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, Kim Maclaren**, and the team at Future Learning Inc.

**Robyn Osgood** and the team at Blueprint Public Relations

**Jane Beach** and **Kathleen Flanagan-Rochon**

**Connie Brigham** at Brigham Consulting

## COMMUNICATIONS CONSULTANTS

**Bozica Costigliola**, Writer/Editor

**Jocelyne Tougas**, Translator

**Sylvie Payeur**, Translator

**Richard Proulx**, Designer

## ECEC 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.





**CONTACT INFORMATION**

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