



Visit Report

Child Care Solutions

An International Knowledge Exchange between Québec and the States of New York and Pennsylvania

April 2023

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The Adirondack Foundation Birth to Three Alliance

and

The Early Childhood Funders Alliance of Western Pennsylvania

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in particular:

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Ciel! Bistro, Québec City
The Trois Rivières Tourism Board
Hôtel Oui GO!, Trois Rivières



A NOTE TO READERS

This International Knowledge Exchange was undertaken by a joint Delegation from New York and Pennsylvania, each bringing local child care realities shaped by policies and practice from their respective States and Counties. This report is written collectively, as the delegates agreed to sharing their experience and observations with readers, as one voice.

Text in blue provides links to further information.

INVITATION

New York and Pennsylvania are eager to reciprocate the visit from our respective States. We invite our Québec counterparts in child care and workforce development to visit with our early education, business and philanthropic communities in the spirit of continued international partnership.

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Executive Summary

Child Care that is high in quality, affordable, accessible and widely available is the most important and necessary service required by families as workers who make up the United States economy. The realities of high cost, lack of supply, variable quality, and early care workforce shortages sparked an international study visit to explore the **Québec Child Care Model**. The visiting Delegation was led by the Early Childhood Funders Alliance of Western Pennsylvania and the Adirondack Foundation Birth to Three Alliance. The visit took place in April 2023 to learn from this internationally recognized model.

In-depth public policy meetings were arranged with the Government Ministries responsible for development and expansion of Québec’s Educational Child Care Model, and parental support policies such as the Québec Parental Insurance Plan (QPIP). The Delegation visited two child care centers (CPEs) in Québec City and one in Trois-Rivières.

Québec’s Child Care Model is based on the principle of universalism. This means:

- Child care services are available to all, regardless of income, family structure, number of children, or location.
- Public policies are designed by public servants who are also users of the system. Therefore there is no dividing-line or positioning of a system developed “by us for someone else.”

In the regulated Government market for child care, providers receive subsidies which allow them to charge a daily fee of \$8.50 USD per day per child that is not linked to family income. The expansion strategy for creating new spaces is purposeful and serving more families each year. Funds have been obligated “for ever after.”

Over time, the labor force participation rate of Québec’s women is now the highest in Canada and the United States. OECD measures put this at the highest rate world-wide. Women’s wages have risen substantially and the hourly wage gap between Québec women and men has been cut in half from 2000–2022. The revenue generated and returned to the system ensure the public policy pays for itself. The policy receives political support of all parties. The economic case for the policy is “iron clad.”

The Québec Parental Insurance Plan (QPIP) is another family support measure which offers a way for working parents to balance their family and work responsibilities.

Based on universalism, it provides for the payment of benefits to any person taking maternity, paternity, parental or adoption leave. The QPIP is an income-replacement plan, which means that a person must have received work income to qualify for benefits. The design and flexibility of the plan encourages both parents to participate in care for the child, while making choices about how and when to return to work.

The Early Learning Workforce is one of 6 sectors of focus for Québec's "Operation Workforce" Plan. Providing a child care place for every child requires a skilled workforce and a professional development path that connects to good quality employment with a future focus. Québec's CÉGEP Colleges of General and Professional Teaching have partnered with the Québec Ministry of Education to increase the curriculum requirements of Early Childhood Education. Colleges offer this as a 3-year degree program with an "earn and learn" approach that places students immediately into early childhood work-study placements.

Coordination, messaging and enthusiasm are unified throughout the Québec child care system. CPE child care center directors, staff and economic development planners understand the direction of public policy, regardless of their proximity to the center of Government. As a universal offer, this means that everyone appreciates a high quality and accessible service that supports children and families, local economies and national economic priorities at the same time.

The Québec Model shows us what is newly possible, with long-sought outcomes for U.S. systems that are made real, with continual review and dedication, and just a few miles north of our border.

Proof of this concept transforms how we understand the funding, design and delivery of child care services. Both **Pittsburgh and the Adirondacks** are using this experience to launch long-term strategic thinking for their local areas. Regional roundtables are planned to share messages with partners, and testimony to State legislators is in preparation. There is fresh thinking about how philanthropic gifts can initiate change.

Seeing is believing.

1 A Child Care Policy and Workforce Development Visit to Québec

Child Care that is high in quality, affordable, accessible and widely available is the most important and necessary service required by families as workers who make up the United States economy.

In April 2023, the Adirondack Foundation Birth to Three Alliance (New York) and the Grantmakers of Western Pennsylvania's Early Childhood Funders Alliance (Pennsylvania) joined in partnership to initiate an international study visit to explore the success of the child care model designed and delivered in the Canadian Province of Québec.

[The Adirondack Foundation's Birth to Three Alliance](#) promotes strategies that ensure all young children are healthy, learning, and thriving in families that are supported by a full complement of services and resources essential for successful development.

[The Early Childhood Funders Alliance of Western Pennsylvania](#) is a voluntary collective of regional philanthropic stakeholders with a shared commitment to bettering the lives and opportunities of the region's children and families. Participation in the alliance offers the opportunity to increase impact, share resources, and create continuity across like-minded investments.

The **Child Care Solutions Visit to Québec** took place from April 22-27, 2023, for the purpose of identifying creative public policy and new system ideas that have increased affordability, accessibility, the quality of care on offer, the availability of care near home or work, and an increased employment rate for women. This at a time when:

In the United States: The need for child care and a systemic post-pandemic re-structure is best described nationally in an Economic Review of the Care Economy by the Century Foundation.¹ The struggle families face in finding accessible, affordable, high-quality care for children is getting worse. Parents, especially women, continue to face the challenges of finding and paying for child care and early learning options that meet their needs. Paraphrased, they are:

¹ Kashen, Julie. ["Child Care for Working Families Act Reintroduced as Need for Care Options Soars,"](#) The Century Foundation, New York, April 2023.

- **Child care prices continue to increase.** Over the past 30 years, the price of care has risen at a much higher rate than consumer prices overall. This year saw the largest increase in cost since recordkeeping began in 1991. This particularly affects parents who are early in their careers, and parents of color who are overrepresented in jobs paying lower wages. As prices of other goods and services have risen, parents in need of child care are being forced to rely on a combination of solutions that create instability for their work lives and children.
- **The nation's supply of child care places is insufficient to meet the need.** Even before the pandemic wreaked havoc on the child care sector, data from the Center for American Progress showed that more than half of families with young children live in a child care desert (a Census tract where there are more than three times as many children as licensed child care places). More recently, Child Care Aware of America found a licensed child care supply gap of 3.6 million places based on 2021 data. While COVID-19 relief funds helped somewhat, the sector is still missing 16,000 programs that have now closed.
- **Early educator staffing shortages put pressure on prices as child care businesses,** who must raise wages to attract skilled staff, or go out of business. This affects cost and quality, as the employment level for child care workers remains 5.4% below what it was in February 2020. The long history of inequities are reflected today through the devaluation of the child care and early education professions.

New York: In the Adirondack Region representing 5 counties of northern New York State, the picture is clearly shown by the Adirondack Foundation's Stand Up for Child Care advocacy coalition: The Region is home to approximately 192,000 people, 6,850 of whom are 3 years of age or younger. Approximately 6,978 children, or 18.2%, birth to 17 years of age live at or below the federal poverty level, compared to a rate of 14.9% for areas of the State outside of New York City. A major concern revealed in surveys of providers in the Adirondacks is program viability in the immediate future.

Pennsylvania: Allegheny County is home to approximately 1,233,253 residents, with 5.1% of the population under 5 years of age. An estimated 90,900 caregivers in the labor force have children under the age of 6. There are 130 Municipalities, including the City of Pittsburgh, and 43 School Districts, including Pittsburgh Public Schools. There are 611 regulated child care providers including 148 home-based child care programs. A major challenge here is integration across Federal and State programming.

In both locations, child care stabilization funding distributed to support the sector during the pandemic helped to support providers to offer higher pay, yet only temporarily. In many cases, funds were used to pay bonuses on a one-time basis, which had no effect on overall wages, and did little to attract new talent to the sector. The aspiration is to “do this better,” by re-positioning early learning as a valued profession and child care services as essential to strong, thriving local economies.

Our Child Care Scene

The Adirondacks, New York
and
Pittsburgh, Pennsylvania

Study Visit to Québec and Trois Rivières
April 22-27, 2023


EARLY CHILDHOOD
FUNDERS ALLIANCE
OF WESTERN PENNSYLVANIA

ADIRONDACK
BIRTH TO THREE
ALLIANCE


THE ADIRONDACKS

New York

Adirondacks: OUR NUMBERS



- The Adirondack region is home to approximately 192,000 people.
 - 6,850 are three years of age or younger.
- Approximately 6,978 children (18.2%) birth to seventeen years of age live at or below the federal poverty level
 - Rate is 14.9% for the areas of the state outside of New York City



Adirondacks: OUR LOCAL STORY


Adirondack Birth to Three Alliance

- Project of Adirondack Foundation.
- Serves 5 county region in northern New York and the St. Regis Mohawk Territory.
- Major focus areas:
 - Early childhood education
 - Home visiting
 - Parenting education
 - Early Intervention services for children with disabilities
 - Parent engagement
 - Diversity, Equity, and Inclusion.

Stand Up for Child Care

- Regionally-based child care advocacy coalition including child care providers, CCRRs, and workforce and economic development organizations.
- Supported by Adirondack Birth to Three Alliance.
- Has become a go-to resource for state policymakers in gaining a better understanding of the unique needs of rural communities of the state.
- Successfully attracted local funding for child care pipeline projects.

Adirondacks: OUR LOCAL STORY




- Nearly 80% of the region meets the definition of being a child care desert.
 - Larger population centers are not considered child care deserts. In these areas, center-based child care programs are sustainable and serve those living and working in the area.
- In sparsely populated areas, family or group family child care is what is needed and can be sustained.
- Many (20% or more) family and group family child care providers are living in poverty.
- Local Child Care Resource and Referral agencies are responsible for, but not funded to recruit and support new providers in getting licensed or registered.

Provider's Voice Survey (August 2022)

- 62% have unfilled slots.
- 91% are concerned about their program's stability.
- The cost and time involved in providing services are consistently identified as barriers to provider sustainability.
- Technology barriers and limitations contribute to the problem.
- A recent influx of short-term federal funding designed to support new and existing providers had unforeseen consequences and made little impact on the crisis.

Adirondacks: CHALLENGES



- To simply restore the loss of slots due to the pandemic, our region needs to create 75 to 150 new family or group child care providers.
- State Child Care Resource and Referral Agency(CCRRs) funding is population-based and does not recognize the costs of providing services in rural regions of the state.
 - Attrition rates are still high despite funding and support efforts from CCRRs.
- Challenges faced during the licensing process and the costs of start-up cause high drop-out prior to registration/licensure.
- Parents cannot afford the true cost of care. The cliff effect makes child care unaffordable for families that are not eligible for assistance.
- Statewide policy and funding decisions often have unintended consequences or do not align with the needs of our region.

Adirondacks: SUCCESSES

<p>New York State/Regional</p> <ul style="list-style-type: none"> • Child Care Assistance Program (subsidies) eligibility has increased to 300% of the federal poverty level making child care affordable for more families. • Child Care Assistance Program payment rates increased in August 2022 and is now paying closer to the true cost of child care. • Warren, Franklin, and Essex counties have obtained local funding to create child care pipeline projects. 	<p>Stand Up for Child Care - Adirondacks</p> <ul style="list-style-type: none"> • Cross-sector coalition - regional, making the case that child care is an economic driver. • Coalition has become a visible advocacy presence making the case for meeting the unique needs of rural communities. • Adirondack Birth to Three is now: <ul style="list-style-type: none"> • Conducting a comprehensive fiscal analysis which will determine true cost of care. • Initiating a parent engagement effort - to strengthen our advocacy efforts through storytelling.
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Our Child Care Strategy

- Affordability**
 - Ensure every family that could benefit from the Child Care Assistance Program knows about the program and is able to access the benefits.
 - Ensure that each Adirondack county utilizes its entire allotment of child care assistance funding.
 - Continue advocacy efforts to increase eligibility for child care assistance.
- Sustainability**
 - Increase the provision of management supports for programs and providers (i.e., child care management software, shared services, family child care networks).
 - Complete and publicize results of the true cost of care analysis.
 - Continue advocacy efforts for increases in state and federal support of child care to ensure sustainable child care services.

Our Child Care Strategy (continued)

- Accessibility**
 - Strengthen and expand local supports for recruiting and onboarding new child care providers through advocacy for state funding of these services and building critical partnerships with regional workforce and economic development organizations.
 - Continue advocacy to remove regulations and other impediments which make it difficult for providers to become licensed or registered.
- Quality**
 - Continue local efforts to incentivize participation in New York's continuous quality improvement system (i.e., QUALITYstarsNY).
 - Continue to advocate for full funding of QUALITYstarsNY to enable all programs to participate.
 - Increase participation in Pyramid Model social-emotional development training.

LOOKING FORWARD

By 2030, we will have...

- Sustainable, high-quality child care programs and providers are readily available to meet family needs for care and education.
- Child care providers, directors, and staff are paid a liveable wage on par with public school teachers.
- No family is paying more than 7% of their income for child care.
- Children are entering school with the skills needed to learn and succeed.
- The infrastructural supports needed to support high-quality services, professional growth and development, and strong business practices are developed and available.



Allegheny County: OUR NUMBERS


Allegheny County is home to approximately 1,233,253 residents*

- 5.1% of our population is under 5 years of age
- An estimated 90,900 caregivers in the labor force have children under the age of 6**
- There are 130 Municipalities (including the City of Pittsburgh) and 43 School Districts (including Pittsburgh Public Schools)
- There are 611 regulated child care providers including 148 Home-based child care programs.***

* Source: U.S. Census Bureau, QuickFacts, Allegheny County, Pennsylvania
 ** Source: Allegheny County Department of Children Initiatives, Allegheny County Labor Force estimates based on 2018 pre-COVID numbers
 *** Source: Allegheny County Department of Children Initiatives, Allegheny County Child Care Survey


Allegheny County: OUR LOCAL STORY

- Creation of Allegheny County’s Department of Children Initiatives (DCI)
 - Referendum Effort
 - Allegheny County Children’s Fund Working Group Report
 - [Children’s Fund](#) | [Children Initiatives](#) | [Allegheny County](#)



Allegheny County: CHALLENGES + SUCCESSES

<p>DCI Successes and Highlights</p> <ul style="list-style-type: none"> Targeted \$6M investment in 2022 in supply building High-quality Infant/Toddler child care Out of School Time services Workforce Allegheny County Child Care Matters (ACCM) Subsidized Child Care Pilot Early Literacy programming investment in unserved and underserved communities 	<p>Challenges</p> <ul style="list-style-type: none"> Broad systems-building and integration across existing federal and state programming Workforce Challenges
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LOOKING FORWARD

By 2030, we will...Have made measurable progress towards achieving DCI's mission of equitable access to high-quality early care and education, and out of school time services for all children and youth in Allegheny County. With a sharp focus on...

- Governance:** DCI is staffed with knowledgeable and experienced ECE and OST leaders who are reflective of Allegheny County and the residents served.
- Systems Building:** DCI has successfully leveraged both public and private funding to support strategic data collection, ECE and OST stabilization, capacity and quality building efforts, and a formal evaluation strategy.
- Partnerships:** DCI has implemented a robust partnership strategy that specifically prioritizes equity and access.

Je vous remercie pour votre hospitalité!

The Adirondacks, NY and Pittsburgh/Allegheny County, PA



The Setting for Policies and Practice in Québec

The “Québec Model” for child care, which began in 1997, has evolved over 25 years and a succession of Governments. It has drawn attention for finding sustainable solutions to cost of care, supply of places, and development of the child care workforce. Dedication to this progress continues as economic stability is managed through public policy.

The Government of Canada made a “transformative investment” of \$27 billion over 5 years as part of Budget 2021 to build a Canada-wide early learning and child care system through individual agreements with the provinces and territories. Combined with other investments such as indigenous early learning, up to \$30 billion CAD (\$22.2 billion USD)² over 5 years is negotiated with the provinces to support early learning and child care. These investments are adapted to the specific needs of each province.

While the Government of Québec supports the general principles of the Early Learning and Child Care Framework, it does not adhere exclusively to the Framework as it preserves its sole responsibility in this area on its territory. The Government of Québec therefore receives its share of this federal funding and continues to invest significantly toward programs and services for families and children.

These investments support infrastructure and programs consistent with the Multilateral Early Learning and Child Care Framework. As a result of impressive outcomes in the province, the suggestion has been made that others can learn from the Québec model.

Beyond Canada, the Québec model has become the “go to source” for understanding a successful, universal, and future-focused child care system, referenced as an enlightened strategic and practice-based achievement by the OECD and other global institutions.³

From a public policy viewpoint, Québec has had great success. At the same time, policy-makers and practitioners join together in a collective recognition that there is “still work to do” as the economy, work-life navigation, and social structures continue to change.

Among the many priorities related to the end of the public health emergency, the Québec Government is making the completion of the educational child care services network a priority. The Government describes this as “an investment in the future that

² Currency conversion as of May 2023.

³ The Québec Child Care Model is mentioned and ranked in several international studies gathered and carried out by the OECD. See [Early Childhood Education and Care](#) for a comprehensive list.

will benefit Québec families and society as a whole. Indeed, early childhood educational services bring together two of the Government's priorities that are shaping Québec's future: the economy and education."⁴

Our visit included discussions and a vibrant exchange with Québec's diplomatic staff, civil servants, directors and staff of child care centers, parents as users of the system, and local community non-profit organizations supporting residents. Our focus was to understand the beginnings of public policy development, then visit beyond government walls to interact in local communities in both Québec City and in Trois-Rivières.

Overall, this focus on the future of Québec was interpreted by our visiting Delegation in these words:

- Visiting the Québec Government enabled us to see the parallel development of both our democracies.
- We viewed an inclusive form of Government, as an Indigenous leader spoke in the Parliamentary session. All races, ethnicities, gender and sexual orientation is represented in printed material.
- Québec has a truly open and transparent form of government. Sitting in on a session at the Assemblée Nationale du Québec showed us how Government plays an active role in positive and supportive social change.

⁴ "Major Initiative for Families: Action Plan to Complete the Educational Services Childcare Network." Gouvernement du Québec Ministère de la Famille Legal deposit - Bibliothèque et Archives Nationales du Québec, 2021.

2 The Québec Child Care Model

The Québec model for child care is based on the principle of “universalism,” meaning that care is available to all parents regardless of

- income
- family structure
- number of children, or
- location.

Child care is regulated by Government, but entirely operated by private non-profit or for-profit providers. In addition to this, there are providers of full-fee for-profit centers which operate separately in what are considered to be “private markets.” Combined, these markets cover more than 70% of the total provincial population of children 4 years old and under.

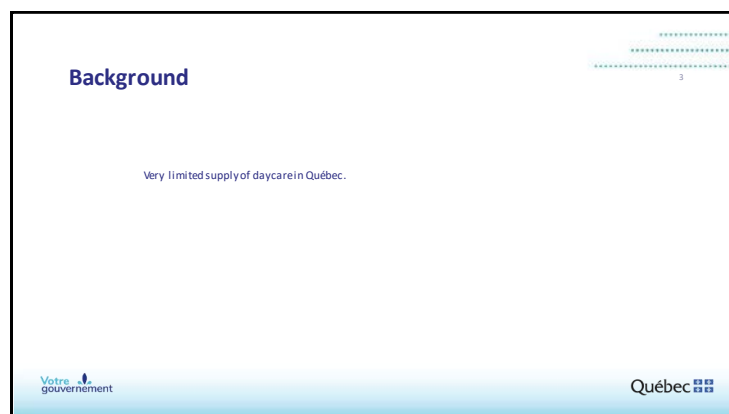
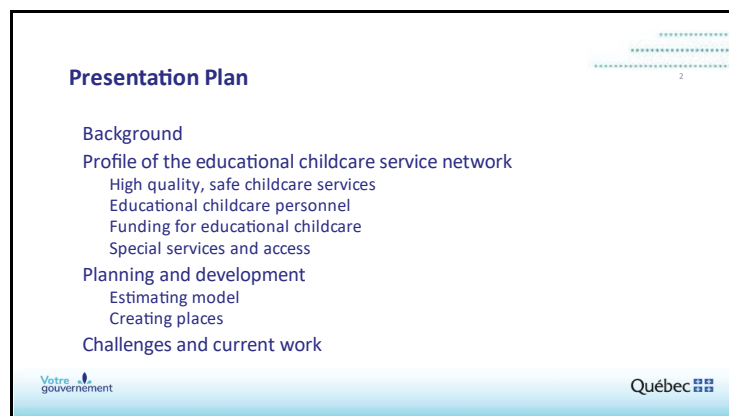
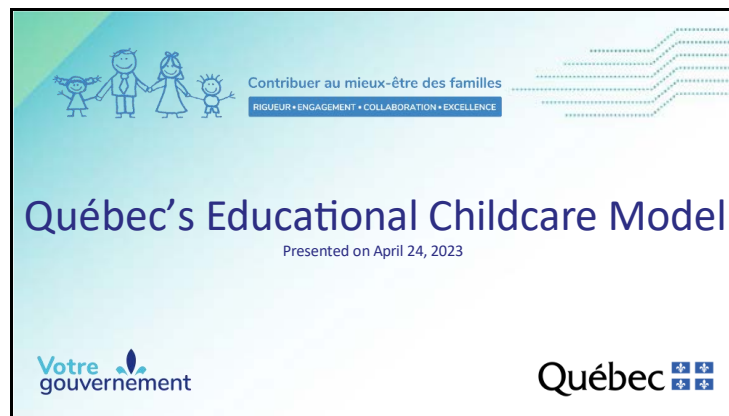
The division of types of care is designed strategically, with public policy focused on increasing places in each category. Two tables are included here, the one below showing the number of places available in July 2021, just 15 months after the initial economic lockdown. The table and pie chart from the slide presentation on pages 17-18 demonstrate how this plan has continued the growth of places up to 2023.

Table 1 – Number of spaces available by type of educational childcare services (July 31, 2021)

Type of educational childcare services	Number of spaces	Percentage of spaces
Childcare centres (CPEs)	98,468	35%
Home childcare	66,240*	23%
Subsidized daycare centres	47,789	17%
Non-subsidized daycare centres	70,004	25%
TOTAL	282,501	100%

In the regulated government market, the focus of the exchange visit, providers of services receive subsidies which allow them to charge a uniform low daily fee of \$8.50 USD per child that is not tied to family income. The child care centers (known as CPEs) are governed by parent-users. The universality of the fee encourages social mixing and positive peer interactions between children of different income backgrounds. To highlight the understanding of universalism for U.S. readers:

This is not a system “designed by us for others.” Elected officials, civil servants and care providers, as parents, are users of the system and enjoy working together to develop a solution that supports all families who live in Québec. And, according to Pierre Fortin, Emeritus Professor of Economics at the University of Québec at Montreal, the societal choice has paid-off in that “It successfully convinces richer parents that their heavy tax burden for once buys them something concrete.”⁵



⁵ Fortin, Pierre. “What Can We Learn from Québec’s Child Care Experiment?” icotributed to the Blobe an Mail, May 31 2001.

Founding of the Network


1997 Creation of the educational childcare network


Normative framework:

- Educational Childcare Act (the Act)
- Educational Childcare Regulation (the Regulation)
- Reduced Contribution Regulation (RCR)

Basis:


- Facilitate work-family reconciliation
- Help children to learn and develop properly
- Foster equality of opportunity for all children
- Provide good quality, affordable services

Votre gouvernement 




Contribuer au mieux-être des familles
RIGUEUR • ENGAGEMENT • COLLABORATION • EXCELLENCE

Network Profile

Votre gouvernement 

Profile of Families in Québec


- In 2022:
 - 80,700 births
 - 421,638 children under 5 years of age in Québec
- A little more than a third are not in daycare or in the preschool network

Votre gouvernement 

Network Profile – Types of Services

Childcare centres (CPEs):

- Permit issued by the Ministère
- Unlimited number of facilities and no more than 100 children per facility
- Non-profit
- Subsidized places
- Single fee of \$8.85
- Subsidized infrastructures

Votre gouvernement 

Network Profile – Types of Services

8

Subsidized daycare centres:

- Permit issued by the Ministère
- Generally for profit
- No more than one facility, and no more than 100 children
- Subsidized places
- Single fee of \$8.85

Votre gouvernement Québec

Network Profile – Types of Services

9

- **Unsubsidized daycare centres:**
 - Permit issued by the Ministère
 - Generally for profit
 - No more than one facility and no more than 100 children
 - Unsubsidized places
 - Fee decided by the enterprise

Votre gouvernement Québec

Network Profile – Types of Services

10

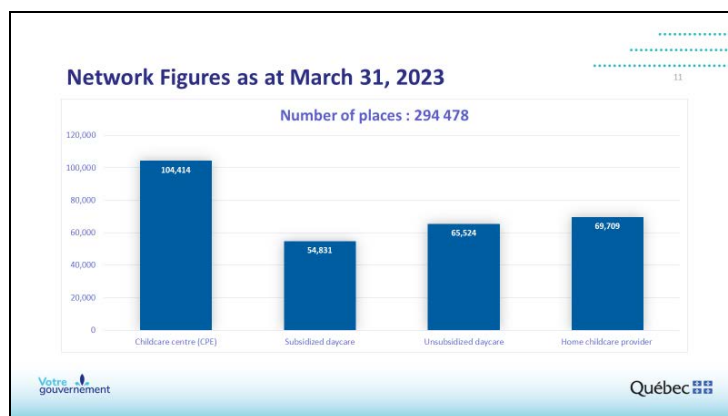
Home childcare

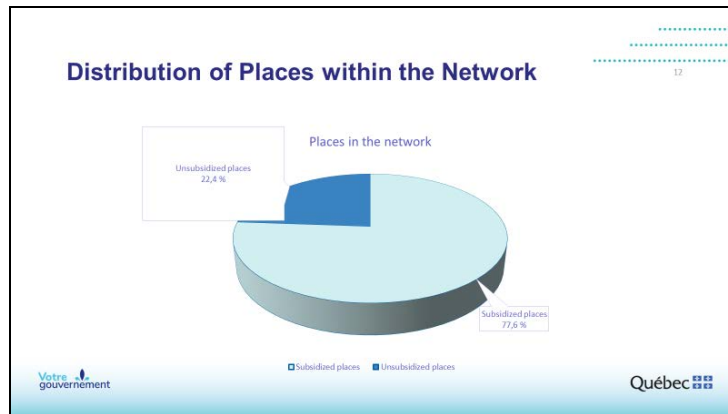
Offered by a **home childcare provider**

- Self-employed worker recognized by a coordinating office
- Takes care of six children (or, with an assistant, nine children) in a private home
- Single fee subsidized places (small percentage of unsubsidized places)

Coordinating office: A legal, not-for-profit entity accredited by the Ministère to coordinate the services offered by home childcare providers within its territory. 160 coordinating offices currently have accreditation.

Votre gouvernement Québec





Home childcare provider pilot project for communities and businesses

13

Characteristics of the pilot project

- Offers the possibility of providing childcare in a location other than the residence of the home childcare provider
- Maintains the advantages of home childcare: Friendly, stable, welcoming and mixed-group environment that resembles the child's living environment
- Respects the status of self-employed home childcare provider
- To be conducted in compliance with collective agreements and subsidy payments
- Minimum commitment of two years
- Annual project accountability report

Coordination of the project

- Home Childcare Coordinating Offices

Votre gouvernement Québec

Home childcare provider pilot project for communities and businesses

14

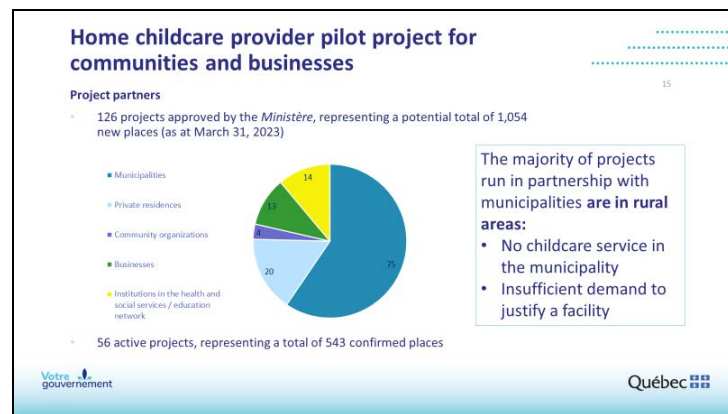
Two types of eligible projects

- In a location provided by a community partner (maximum of 12 children with two home childcare providers)
- In a private residence, whether inhabited or not (maximum of 9 children with two home childcare providers or one home childcare provider and one assistant)

Collaborative project involving the following stakeholders

- *Ministère de la Famille*
- Home Childcare Coordinating Offices
- Home childcare providers
- Partners: Municipalities, businesses, community organizations, institutions belonging to the health and social services or education networks

Votre gouvernement Québec



Outside the Network – Non-Recognized Daycare Providers 16

- Natural person who complies with certain conditions stipulated by law
- These non-recognized service providers are not overseen by the Ministère and are not required to apply an educational program
- Non-recognized service providers must join the regulated network of home daycare providers by September 1, 2026, if they wish to continue to offer services

Votre gouvernement Québec

Outside the Network – Drop-in Daycare 17

- Financial support paid to 257 organizations providing community drop-in daycare activities: \$12.1 million in 2022-2023
- Temporary or occasional daycare
- Organizations not overseen by the Ministère and not subject to legislative and regulatory standards

Votre gouvernement Québec

Access – Single Wicket 18

- A single gateway for families
- The single wicket gateway to educational childcare in Québec is known as **La Place 0-5**, and is run by Ministère since Novembre 2022
- It groups together all recognized childcare providers, both subsidized and unsubsidized, in facilities and in private homes
- Childcare and daycare providers must join the single wicket system
- Each provider decides on its own admission policy

Votre gouvernement Québec

Requirements applicable to all types of educational childcare and daycare providers 19

- Health and safety standards set out in the Act and in the Regulation
- Educational program
- Educational record for each child
- Places assigned to children registered via the single wicket
- Educational quality evaluations, inspections and other checks carried out by the Ministère

Votre gouvernement Québec



Contribuer au mieux-être des familles
RIGUEUR • ENGAGEMENT • COLLABORATION • EXCELLENCE

Service Quality

Votre gouvernement Québec

Service Quality – Educational Staff Ratios

21

Childcare centres and daycare centres

- One member for 5 children or less, aged under 18 months
- One member for 8 children or less, aged 18 months to under 4 years
- One member for 10 children or less, 4 to 6 years old

Home daycare

- A home daycare provider can take care of 6 children, including two under 18 months of age, or 9 children with help from an assistant, including four children under 18 months of age

Votre gouvernement Québec

Service Quality – Educational Program and Record

22

- Daycare providers offer an educational program based mainly on play
- Daycare providers fill out an educational record for each child

Votre gouvernement Québec

Service Quality – Educational Quality Evaluation

23

- The Ministère has evaluated educational quality in childcare centres since 2019, in order to achieve the following goals:
 - Ensure proper educational quality across all types of childcare services
 - Ensure that the quality is comprehensive, i.e. that the centres foster harmonious child development
 - Ensure compliance with the legislative and regulatory requirements stating that childcare providers must apply an educational program and must participate in an evaluation process

Votre gouvernement Québec

Service Quality – Compliance with Current Standards

- Teams of inspectors and investigators who ensure compliance with standards and follow up on complaints
- Fight against illegal daycare services

Votre gouvernement Québec



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Childcare Personnel

Votre gouvernement Québec

Profile of the Workforce and Qualifications

Statistics	Qualification Requirements	Qualification Level
<ul style="list-style-type: none"> • 40,497 FTE for the network's entire employment group • Qualification rate for childcare personnel: <ul style="list-style-type: none"> • CPEs – 78 % • Subsidized daycare – 66 % • Unsubsidized daycare – 68 % 	<ul style="list-style-type: none"> • Compulsory qualification rate: 2 out of 3 • The Ministère is responsible for establishing qualification standards for childcare personnel • Since January 2023, the Ministère certifies the qualifications of childcare personnel 	<ul style="list-style-type: none"> • (CPEs and daycare centres): Three-year college-level course or the equivalent, as provided for in the Directive concerning the evaluation of the qualifications of childcare personnel • Home daycare providers: 45 hours of training on health, safety, nutrition and child development

Votre gouvernement Québec

Employment Conditions and Labour Relations

- Unionization**
 - CPE: 51% of CPE employees are unionized
 - Home daycare providers: 97% of home daycare providers are unionized
- Group Insurance plan**
 - For CPEs, coordinating officers and subsidized daycares
 - More than 25,000 members
 - Roughly 1,300 employers
- Pension plan**
 - For CPEs, coordinating offices and subsidized daycares
 - More than 82,000 participants
 - Roughly 1,600 employers
 - Retirement fund of more than \$3.8 billion
- General remuneration**
 - Hourly rate of \$30.03 at the top of the salary scale for **qualified educators** after one year at the top step on the scale
 - Hourly rate of \$27.78 at the top of the salary scale for **unqualified educators**
 - Statutory holidays: 13 days, full pay
 - Sick leave: 10 days, full pay
 - Vacation: 3 weeks after three years of service

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Funding

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Funding – Government Subsidies

- In 2023-2024, the Québec Government will invest \$3.3 billion to fund the subsidized childcare network.

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Funding – Parental Contribution (Subsidized Places)

- Reduced contribution: the same daily fee for all parents
- The parental contribution is indexed on January 1 of each year
- Parents receiving benefits from certain social programs are not required to pay the reduced contribution; the Government adds the parent's share to the subsidy
- The current fee is \$8.85

Votre gouvernement Québec

Funding – Average Cost per Place per Day

Average cost per place per day in 2020-2021

Government*	44.39 \$
Parents**	5.69 \$
Total	50.08\$

DIVISION BY TYPE OF FUNDING

Votre gouvernement Québec

Funding – Tax Credit (Unsubsidized Places)

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
Special Services

Votre gouvernement Québec

Vulnerable Children 34



Several programs are available to foster network access and integration for vulnerable children

- **Allowance for integration of a disabled child: more than 11,000 children**
- **Exceptional assistance measure for integration of disabled children** which complements the first allowance for children with significant and persistent disabilities: more than 1,100 children
 - The additional allowance for a disabled child amounts to an average of \$42.67 for each day of occupation by the child
- Overall cost of both measures: over \$150 million



Vulnerable Children (cont.) 35

- **Reservation program for vulnerable children**
- **Cooperation with the health and social services network:** for situations involving urgent needs
- **Annual cost: \$6 million**

Service Supply – Non-Standard Hours 36

- To meet the needs of certain parents, the network offers childcare services during non-standard hours
- Compensatory allowances payable to service providers

 **Contribuer au mieux-être des familles**
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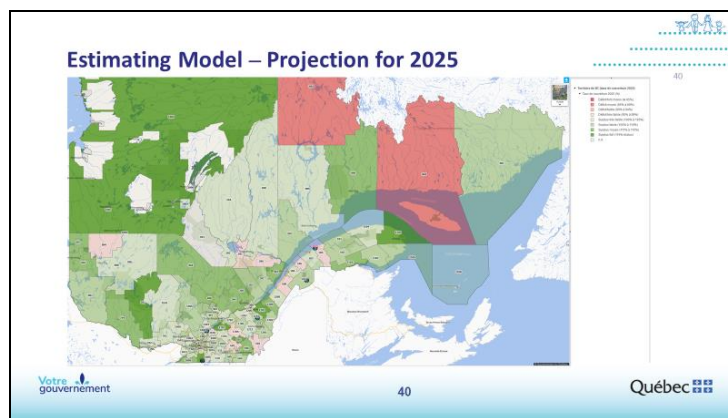
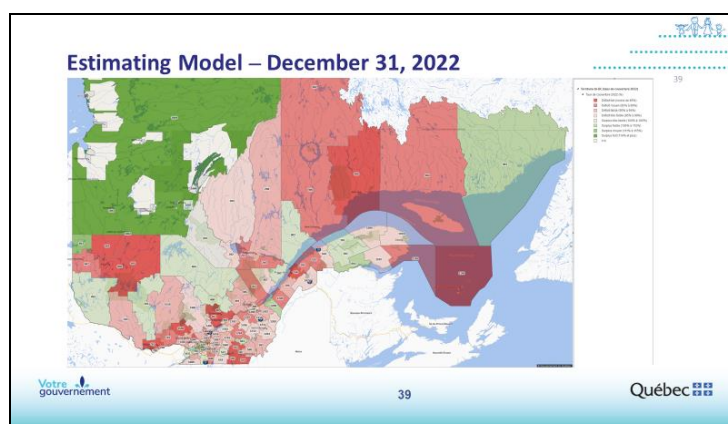
Planning and Development

Planning

How are needs estimated, and how is development planned?


Votre gouvernement Québec




Estimating Model


- This is a decision aid that helps to direct the development of the educational childcare network based on families' needs:
 - Authorization of new subsidized places (calls for projects)
 - Reallocation of subsidized places
 - Conversion of unsubsidized places
 - Authorization of permits for unsubsidized daycare providers
- Is used to calculate the balance (deficit or surplus) of places in recognized childcare centres.

Votre gouvernement Québec




Challenges and Current Work


Votre gouvernement 

Québec 

Challenges and Current Work

- Shortage of places
- Shortage of personnel
- Financial accessibility
- Creation of a true waiting list

Votre gouvernement 

Québec 



PLAN D'ACTION POUR COMPLÉTER LE RÉSEAU DES SERVICES DE GARDE ÉDUCATIFS À L'ENFANCE

Votre gouvernement 


Québec 

Québec 


Progress

February 28, 2023 :

- Completion rate of the childcare network : 91,6 %
- Places currently underway : 28 197
- Converted places : 3 549
- Home Childcare : + 4 172 places since October 2021

Votre gouvernement 

45

Québec 

Additional links. Links to relevant public policy documents have been provided by the Government of Québec and replicated here. In nearly all cases, official government strategies are published in French, therefore a translation application such as Google Translate or a browser plug-in are needed.

- 🍃 [Website of the Ministère de la Famille](#)
- 🍃 [Educational Childcare Act](#)
- 🍃 [Educational Childcare Regulation](#)
- 🍃 [Reduced Contribution Regulation](#)
- 🍃 [Major Initiative Action Plan](#)
- 🍃 [Estimating Model](#)
- 🍃 [Welcome to La Place 0-5](#)
- 🍃 [Educational Program \(gouv.qc.ca\)](#)



An external review by economist Pierre Fortin of the Department of Economics at the University of Québec (Montreal) shows that even a believer in private markets has found the merits of this system:



They said it all

“Investment in early childhood education and care is the most profitable of all investments in education because everything that follows depends on success or failure of the first few steps in life.”

James Heckman
(University of Chicago, Nobel 2000)

“If we could simply bring the participation rate of prime-age women in the rest of Canada up to the level in Quebec, we could add almost 300,000 people to our country’s workforce.”

Steve Poloz
(Past Governor of the Bank of Canada)

A good idea, for scientific and practical reasons

Scientific convergence of three disciplines

Neurology: early years are critical for physical brain development, and the outcome is lasting

Psychology: if unattended, cognitive and behavioural vulnerability in early years tends to persist into adolescence and adulthood, and is hard and costly to remedy later

Economics: investment in early childhood education and care is the most profitable of all investments in education because everything that follows depends on success or failure of the first few steps in life

Practical economic considerations

- 1) Nowadays, it takes two incomes to make a decent family living
- 2) A staggered career entails a 40% deterioration in lifelong wages and the loss of investment made in education
- 3) Labour force withdrawals after birth increase the risk of dire financial consequences if a separation occurs
- 4) The 70% of mothers of young children who are currently at work want them to get reliable, affordable and good-quality childcare to complement the bedrock parental care they receive at home

History: a favourable political context

- In 1996, Quebec Provincial Premier Bouchard was frantically looking for a means of keeping a balance between his objective of zero budget deficit and a continued emphasis on a family/social agenda.
- His Minister of the Family Marois was studiously reading the works of early childhood experts, who leaned on the new Scandinavian low-fee universal approach instead of the old British means-tested targeting model.
- Crucially, political parties in the provincial legislative assembly were not polarized on the issue, and the *Educational Childcare Act* was adopted unanimously by Parliament in 1996.
- Two objectives were set: (1) help families improve their work/life balance; (2) enhance child development, with a strong emphasis on equality of opportunity.

Distribution of available licensed spaces (2022)

Type of provider ^a	For profit?	Fee at the gate	Spaces	
			Number	Percentage
Reduced-fee				
ECC (<i>CPE</i> in French)	No	C\$8.70 ^b	101,000	35
Family-based	Yes	C\$8.70 ^b	66,000	23
Private centres	Yes	C\$8.70 ^b	50,000	18
Full-fee private centres	Yes	Variable^c	68,000	24
Total	285,000	100

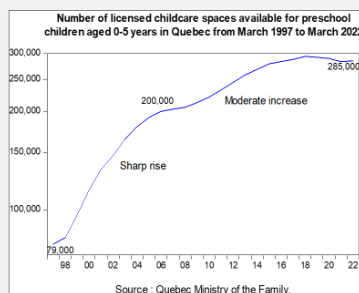
^a All care providers are private concerns.

^b Raised to \$8.85 in January 2023.

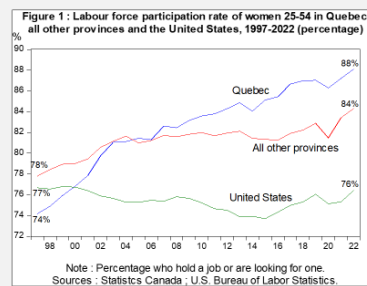
^c Full-fee for-profit private centres currently start at a fee around \$45 per child per day. They give parents access to the provincial refundable tax credit.

Source: Quebec Ministry of the Family.

Childcare utilization has expanded swiftly



The labour force participation rate of prime-age Quebec women is now the highest worldwide



The hourly wage gap between Quebec women and men has been cut by half from 2000 to 2022



The program generates fiscal surpluses

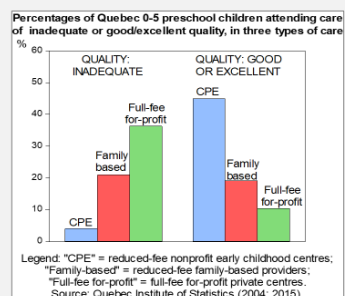
Estimated impact of Quebec's reduced-fee child care on federal and provincial government revenue and expenditure in 2008 (millions of dollars)

Impact on:	Federal	Provincial	Total
Tax revenue ^a	+530	+1,129	+1,659
Transfers to persons	+100	+179	+279
Tax expenditure	+43	+170	+213
Program cost	0	-1,232	-1,232
Fiscal balance	+673	+246	+919

^aContributions to social insurance plans are not included.

Source: P. Fortin, L. Godbout and S. St-Cerny, *Papers in Political Economy*, No. 47, 2013.

Quality: CPE are best, full-fee for-profit are worst



Too few disadvantaged children participate

Child care systems in every country have a hard time attracting children from low-income families

In Quebec, 77% of high-income parents use good-quality child care, but only 41% of low-income parents do

How come?

- 1) low-income parents are more often without jobs
- 2) when they hold jobs, they use licensed child care less often
- 3) when they use licensed child care, they more often wind up in lower-quality settings

Why do low-income working parents avoid good-quality licensed child care?

- 1) many low-income families find the base daily charge (C\$8.70 in 2022) to be too expensive
- 2) there may not be enough good-quality settings in low-income neighbourhoods
- 3) low-income parents may be embarrassed to reveal their poverty to other parents

But whatever the reasons, better access to good-quality care for disadvantaged children is a top priority

Caregivers have to be provided with the appropriate level of financial and human resources to respond adequately to the special needs of disadvantaged children

Which is better: universal or targeted?

The Robin-Hood tradition – “soak the rich to give to the poor” – would have the childcare program to be purely targeted to the poor

In contrast, the Scandinavian tradition – “you get what you pay for” – would make the childcare program a pure low-and-flat fee universal program

The Quebec solution is Scandinavian. The approach favoured by the new federal childcare policy is also of this type.

Universality has many advantages:

- 1) it doesn't cost a penny to government
- 2) it generates a fiscal surplus that can be reinvested in better-quality services for all
- 3) it can catch all vulnerable children, 2/3 of which come from middle- to high-income families
- 4) it encourages social mixity and positive peer effects between children of all backgrounds
- 5) it prevents the damaging stigma too often associated with “programs for the poor”
- 6) it casts the child care system as the first link in our free public school system (as it should be)

Wrap-up

Quebec's *Educational Childcare Act* was set to pursue two main objectives:

- 1) improve work-life balance
- 2) enhance child development and emphasize equality of opportunity

How successful has the program been so far? The short answer is:

- 1) “improving work-life balance”: done
- 2) “enhancing child development”: a work in progress

Three main lessons have been learned:

- 1) the economic well-being of women has been greatly enhanced
- 2) there has been no need to increase taxes
- 3) Obvious current challenges are:
 - a) to get rid of the remaining shortage of spaces
 - b) to increase quality everywhere up to CPE standards
 - c) to attract more disadvantaged children

Our Delegation's Views

Collectively, our delegation admired the innovation and strategic development of:

Access to registration and the “Single Wicket” Waiting List

- The Single Wicket, the online registration portal, serves as a one-door resource for connecting parents to all providers and for reserving a child care place. The site works as a single point of access for all families with

children 0-5, and functions as a “true” one-stop wait-list, as opposed to well-known strategies in U.S. markets where parents must negotiate with multiple individual providers to increase the likelihood of a child care placement.

- **The use of this instant data system and direct referrals** to meet the need for care, in advance, is so different to the more laissez-faire approach to assessing need and managing systems in the United States.

Financing of Providers and Centers

- **The government provides subsidized infrastructure**, by paying 90% - 100% of a building for a CPE child care center and the provider pays the balance. Once paid, the provider owns the building. If the non-profit changes their mission, they are required to donate the building to another child care organization.
- **Regional coordinating offices for home-based child care services, are coordinated and connected upward** to policy-making and quality-measurement “headquarters.” Throughout the province of Québec there are 160 offices to coordinate child care. Many in our group expressed interest in how a structure like this could better maximize current and potential providers of care in the U.S.
- For example, in Québec, **two home-based child care providers can partner together in one location**, such as an un-used public space, or corporate/commercial space that can be leased publicly by Government. Start-up and infrastructure funds are provided in Québec for this purpose. Many in our Delegation noted that the practice of joining two child care providers in a single non-home setting is immediately transferrable to our region.

Care Availability

- **The planning and expansion strategy** developing more spaces includes increasing the public market as well as transitioning private care to public child care centers (CPE’s) where necessary. The estimating model on slides 39-41 impressed all of our Delegation, with a targeted timeline for turning “red areas” (child care desserts, where care is unavailable) into “green

areas” (where the need for places is met). Intentional progress goals are graphed for a specific 3-year period.

- **Care availability.** Providers get paid more from the Government to provide care during non-traditional hours

A Public Policy That Pays for Itself

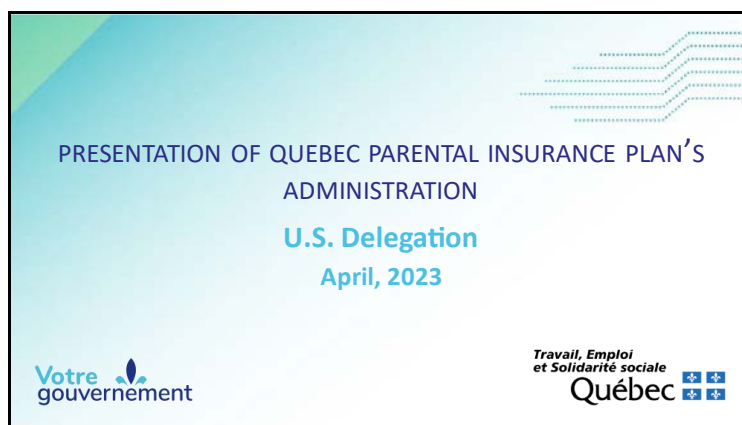
- In comparison to every argument for the reduction of services and benefits in the United States, the Québec child care model has solved the labor market and welfare system interpretations commonly associated with lack of “personal responsibility.” At the same time the universal child care model, creates the freedom and flexibility needed by parents, and particularly women, to enter and retain employment. Single parent welfare numbers have reduced dramatically. The labor force participation of Québec’s women is now the highest world-wide. Women’s wages have risen substantially and the hourly wage gap between Québec women and men has been cut in half from 2000-2022. The resulting tax revenue generated and returned to the system ensure the public policy pays for itself.
- The Delegation heard and saw “an ironclad case for the economic benefit of universal child care, as all political parties support the policy.” There is a Governmental commitment to funding the system “FOR EVER AFTER.”
- The Delegation commented:

“Complementing the principles of the child care policy structure is the undeniable show of proof: Government records and the span of economic research literature have unanimously demonstrated that the system has led to a dramatic increase in the participation of women in the Québec workforce, which at 87% prior to the pandemic, is the largest female employment participation in Canada and the United States.”

3 Other Québec Measures: QPIP and Parenthood

Additional measures have been developed at different points in the childcare policy timeline to support parents and families. Our Delegation was introduced to **QPIP: The Québec Parental Insurance Plan**.

The Québec Parental Insurance Plan offers a way for working parents to balance their family and work responsibilities. Based on universalism, it provides for **the payment of benefits to any person taking a maternity, paternity, parental or adoption leave**. The QPIP is an income-replacement plan, which means that a person must have received work income to qualify for benefits.



MINISTRY'S VISION REGARDING PROVISION OF SERVICES IN PARENTAL INSURANCE

An organization that aims to be :

- the most efficient in government services providers
- the one the others refer to as “the standard” in terms of e-services
- evolving according to the needs of future parents, parents and families

Votre gouvernement

Travail, Emploi
et Solidarité sociale
Québec

PRINCIPLES GUIDING THE ORGANIZATION OF SERVICES

- To promote client **autonomy** through the use of information technologies (IT)
- To maintain **accessible** telephone **services** supported by a modern infrastructure
- To aim for **automation of work processes**
- To promote equity and **compliance of declarations** by the implementation of electronic information exchanges with various government partners

Votre gouvernement

Travail, Emploi
et Solidarité sociale
Québec

ACCESSIBILITY OF SERVICES AND CLIENT AUTONOMY

Online services available 24/7 (informational and transactional)

- Informational → to obtain general information, access the benefit calculation simulator and access our transactional services
- Transactional → to apply for parental insurance benefits, consult file and make these changes :
 - Change an address
 - Upload documents in the online file
 - Declare income while receiving benefits
 - Add or remove weeks of benefits
 - Register a child's birth
 - Register or change direct deposit of benefits
 - Change of means of communication

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et Solidarité sociale
Québec

ACCESSIBILITY OF SERVICES AND CLIENT AUTONOMY

Interactive voice response system (IVRS) available 24/7 informational and transactional

- Informational → listen to general information capsules
- Transactional → get the date and amount of the next payment and the number of weeks of unpaid benefits.



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Québec

ACCESSIBILITY OF SERVICES AND CLIENT AUTONOMY

7

Assisted telephone services

50 h per week : Monday to Friday from 8 a.m. to 6 p.m.

- Informational : obtain information about the Plan, tailored to the client's specific situation
- Transactional : complete an application for benefits, follow a file or make a change
- Agent's speech aims to empower clients through web services
- 100% electronic files

Votre gouvernement

Travail, Emploi et Solidarité sociale Québec

THE BUSINESS SOLUTION

PATHWAY OF A CLAIM FOR BENEFITS

9



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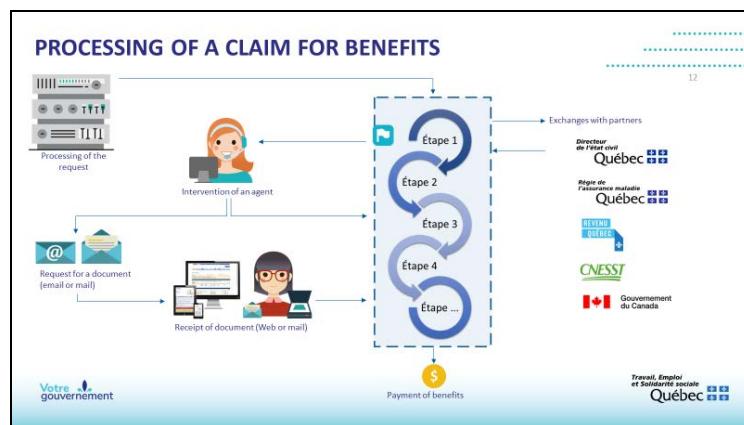
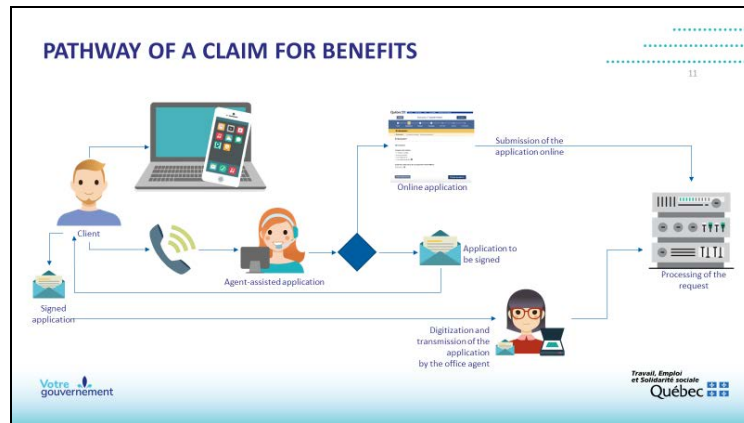
PATHWAY OF A CLAIM FOR BENEFITS

10



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Travail, Emploi et Solidarité sociale Québec



OPERATIONAL TARGETS

Commitments to the declaration of services to citizens

Process 95% of applications within 10 business days, if all documents are received within that time.

- In 2022 :
 - 133 447 new applications for benefits received
 - 98,0 % of applications processed in 10 days or less
 - 3,9 days is the average processing time of new applications for benefits

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Travail, Emploi et Solidarité sociale Québec

OPERATIONAL TARGETS

Commitments to the declaration of services to citizens


Answer 80% of calls received in less than 180 seconds (waiting time before the client's call is taken care of).

- In 2022 :
 - 348 003 calls received 334 887 calls answered
 - 77,5 % of calls answered in less than 180 seconds
 - 101 seconds is the average response time

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SUCCESS FACTORS



- Consulting clients
- Involving staff
- Watch what others do
- Sharing business orientations and guiding principles
- Collaborating with the information technology team
- A committed team

Votre gouvernement

Travail, Emploi et Solidarité sociale Québec

15

WORK ORGANIZATION AT THE CLIENT SERVICE CENTER

WORK ORGANIZATION AT THE CLIENT SERVICE CENTER

- Agents receive comprehensive initial training focused on skills development
- Agents handle calls and cases: an added value for the organization
- All agents benefit from personalized and regular coaching from a team leader
- Agents responding to English-speaking customers benefit from workshops and support

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WORKFORCE PLANNING

- Long-term planning (workforce planning and monitoring)
- Short-term planning (schedules)
- Real-time management aligned with number of client requests
- Versatile resources, limited in number and trained in the challenges and constraints of processing activities and contacts in real time

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NUMBERS

NUMBERS – APPLICATIONS FOR BENEFITS

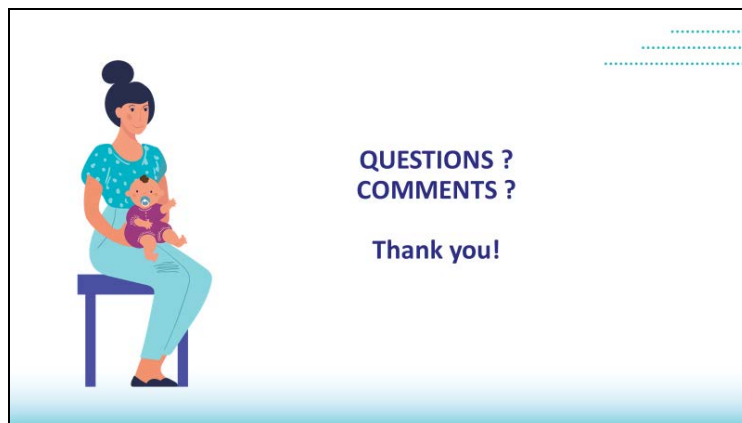
	2020	2021	2022
Number of applications for benefits filed	129 511	142 038	133 447
Number of births in Quebec ¹	82 008	84 900	80 700
Average application processing time (working days)	4,4	4,0	3,9
Percentage of applications processed in 10 days or less for complete files	96,2 %	97,5 %	98,0 %
Percentage of applications filed online	95,1%	96,0 %	96,1 %

NUMBERS – CALLS AND WEBSITE VISITS

	2020	2021	2022
Number of visits to the website	3 536 927	3 781 536	3 807 892
Calls handled	365 144	341 775	334 887
Calls answered in less than 180 seconds (target is 80 %)	83,8%	61,7 %	77,5 %
Number of clients served	206 340	214 608	218 572

NUMBERS – BENEFITS PAID

	2020	2021	2022
Benefits paid (in CAD \$)	2 151 121 000 \$	2 596 726 000\$	2 662 981 000 \$
QPIP (RQAP) administration fees	1,8%	1,5%	na



Our Delegation's Views

Collectively, our delegation admired:

The enthusiastic support for the policy

- There is strong coordination of efforts to support access to child care, while providing support to parents and families. This is a comprehensive strategy that is well-coordinated among several government departments around the shared goal to strengthen families and women's ability to work.
- Public policy staff seemed happy and the Director's passion for the work was very evident.

The involvement of employers in QPIP

- There is robust employer involvement in QPIP and low administrative costs. The Governing Board membership includes employers, and the system is completely self-funded by contributions from employees and employers.

How the benefit supports families

- QPIP and the CPE child care system function together. Much observation and research has been done to understand the family experience across the two systems. QPIP also includes foster parents. The public policy teams coordinate this.

- QPIP encourages sharing of parental responsibility between parents and promotes the ongoing engagement of fathers in the child's life. Families that share parental leave receive a bonus of an additional 4 weeks which encourages the use of the benefit. Participants may also work part time to make up for any reduction in full wage.
- 21 weeks seems to be the line when postpartum issues can become a greater concern, another reason that father involvement becomes extremely important. Again this is understood from extensive observation and research on use of the benefit.

Measures surrounding motherhood and parenthood		
<p>The government of Quebec offers many programs to support family and parenthood:</p> <ul style="list-style-type: none"> ▪ The Ministry of the Family (<i>Ministère de la Famille</i>) defines family policy and subsidizes reduced-contribution childcare services. ▪ The Parental Insurance Management Board (<i>Conseil de gestion de l'assurance parentale</i>) manages the Quebec Parental Insurance Plan (QPIP) and ensures its funding. ▪ The Ministry of Employment and Social Solidarity (<i>Ministère de l'Emploi et de la Solidarité sociale</i>) receives and processes applications for benefits. ▪ Retraite Québec administers the Family Allowance. ▪ Provincial tax benefits for families, in particular the tax credit for childcare expenses, fall under the Minister of Finance and are generally administered by Retraite Québec. 		
Measures available to families		
Family Allowances	Tax measures	Work-family balance measures
<p>Family Allowance (<i>Retraite Québec</i>)</p> <p>Family Allowance is paid to all eligible families who have a dependent child under the age of 18. It depends on the number of dependent children, family income and marital status (with or without a spouse).</p> <p>Supplement for disabled child (<i>Retraite Québec</i>)</p> <p>If the parents assume the custody, care and education of a child whose impairment or mental function disorder significantly limits him in the achievement of his lifestyle, and whose foreseeable duration is at least one year, they may be eligible for the supplement for handicapped children.</p> <p>Children eligible for the supplement for handicapped children may also be eligible for the supplement for handicapped children requiring exceptional care. This assistance is intended for parents who must assume extraordinary</p>	<p>(<i>Revenu Québec</i>)</p> <p>Childcare expense tax credit</p> <p>This tax credit is established on the basis of your family income, that is to say your income and that of your spouse, if applicable. This credit is intended for families who have incurred childcare expenses for a child under 17 years of age while one of the parents is employed, carrying on a business, exercising a profession or attending school.</p> <p>Tax credits relating to the work premium</p> <p>The tax credits relating to the work premium are refundable tax credits that encourage individuals to remain in the labor market, or even to join it.</p> <p>Adoption expense tax credit</p> <p>A refundable tax credit for each child is granted to parents who incurred adoption costs.</p> <p>Tax credit for the treatment of infertility</p> <p>A refundable tax credit is granted to families who have incurred costs related to in vitro fertilization treatment.</p>	<p>Parental leave</p> <p>Maternity, paternity, parental and adoption benefits granted to parents who are absent from the labor market during the birth or adoption of a child (<i>Régime québécois d'assurance parentale</i>)</p> <p>Childcare services</p> <p>Parents in Quebec have a network of more than 223 017¹ subsidized spaces offered by:</p> <ul style="list-style-type: none"> ▪ early childhood centers; ▪ subsidized day care centers; ▪ persons responsible for a home childcare service (RSG) recognized by a home childcare coordinating office to whom subsidized places have been granted. <p>As of January 1, 2023, the amount of the reduced contribution requested from a parent whose child attends subsidized childcare is \$ 8.85.</p> <p>Major Project for families: This action plan represents a significant investment of at least \$ 5.9 billion, including \$ 4.3 billion in new measures by 2025-2026².</p>

¹ Selon le modèle d'estimation au 28 février 2023.

² <https://www.mfa.gouv.qc.ca/fr/publication/Documents/plan-action-grand-chantier.pdf>

<p>responsibilities in terms of special care or ensure a constant presence with their child who is seriously ill or has very significant disabilities.</p> <p>Multiple birth grant: triplets or more (The Ministry of Health and Social Services)</p> <p>In the event of multiple births, the Department of Health and Social Services may provide a subsidy to the mother. The amount of this subsidy, not taxable.</p>	<p>Quebec education savings incentive</p> <p>The Quebec Education Savings Incentive is a tax measure that aims to encourage Quebec families to save for the post-secondary studies of their children and grandchildren, from an early age.</p>	<p>Family-Work Reconciliation Financial support programs</p> <p>The government is improving its action in the area of family-work-study balance through various programs:</p> <ul style="list-style-type: none"> ▪ Financial support program for family-work balance intended for workplaces; ▪ Pilot project for childcare at atypical hours. ▪ Support program for daycare projects during the school break and the summer period ▪ Financial support program for activities promoting the exercise of co-parenting ▪ Pilot Project - Financial support for drop-in daycare centres in educational facilities to help student parents balance their family, work and studies. ▪ Financial support program for supervision services for disabled students aged 12 to 21. <p>Conciliavi Seal</p> <p>To promote the quality of life of families and the reconciliation of the different responsibilities of parents and caregivers, the Ministry of the Family encourages employers to adopt the Conciliavi Seal.</p> <p>This seal, developed at the initiative of the <i>Réseau pour un Québec Famille</i>, aims to recognize the quality of an employer's organizational practices in matters of family-work balance.</p>
<p>Labor law instruments</p>		
<p>Safe Motherhood Program (Programme Pour une Maternité sans danger)</p> <p>Program administered by the Committee on Standards, Equity, Occupational Health and Safety (<i>Commission des normes, de l'équité, de la santé et de la sécurité du travail</i>). Pregnant or breastfeeding workers may be assigned to another job or other tasks or, if this is not possible, be entitled to preventive leave if their job involves physical dangers to their health or that of their child. Workers eligible for the program continue to receive their salary or, in the event of preventive withdrawal, income replacement indemnities.</p>		
<p>Maternity, paternity, parental and adoption leave</p> <p>During pregnancy, an employee can be absent from work as often as necessary to undergo examinations. However, these absences are not remunerated.</p> <p>During the birth or adoption of a child, the employee has the right to be absent. If the pregnancy is terminated from the 20th week, a leave is also provided. The first two days of absence are paid by the employer. The rest of the leave is compensated by the Quebec Parental Insurance Plan, QPIP (<i>Régime québécois d'assurance parentale, RQAP</i>).</p> <p>During his absences, the employment relationship is protected. This protection is provided for in the Act respecting labor standards. Employers can offer more advantageous working conditions than those provided for in this Act, but they cannot impose worse working conditions. It is the Committee on Standards, Equity, Health and Safety at Work that monitors compliance with the Act and receives complaints from employees.</p>		

Leave for parental or family obligations

A worker may be absent for 10 days per year for obligations related in particular to the care, health or education of his child. The first two days are paid by his employer.

4 The Early Learning Workforce and Economic Development

The expansion and upskilling of the early learning workforce is a key economic priority of the Québec Government. Early Learning and Child Care is placed among 6 sectors deemed essential for supporting the economy, and also experiencing a labor shortage. Others include: health, education, information technology, engineering and construction.

The Québec Government clearly states that providing a child care space for every child requires a skilled early learning workforce and a professional development path that connects to good quality employment and a career with a future focus.


Workforce Development Directors in the United States will want to take note of the slides and additional links below. Child care is viewed as a profession in need of apprentices. The seamless design of programs connecting early learning coursework to on-site employment is the result of focused partnerships between Government, community and professional colleges and child care providers.

The slides and additional links below show how the Government and Québec's General and Professional Teaching College (CÉGEP) Network are partnering to attract people to the field by blending courses with employment in a simultaneous "earn and learn" choice for students.




OPERATION WORKFORCE
CONTEXT

- Launched in November, 2021
- With the Operation Workforce, Quebec Government is tackling labor shortage in some priority sectors, deploying a set of targeted measures
- Joint ministerial offensive gathering all ministries that have levers to act
- 6 sectors concerned :
 - 3 essential public services: health, education, educational childcare
 - 3 strategic areas for the economy: information technology, engineering and construction
- Objective: to attract, train and requalify 170,000 workers over 5 years
- Significant investments : \$3.9 billion over 5 years

Votre gouvernement 

EDUCATIONAL CHILDCARE SERVICES
CONTEXT


- The government's objective is to :
 - Consolidate the current network of childcare services in Quebec
 - Provide a daycare place for each child
- The government has committed to adding 37,000 subsidized daycare places by 2024-2025
- Labor shortage is one the main challenges to be met to achieve this goal
- Labor shortages can be explained in part by a decline in the graduation of educators :
 - Approximately 15% decrease in graduation between 2015 and 2020
- Objective: to hire or qualify 25,000 early childhood educators within 5 years:
 - 18,000 childhood educators recruited
 - 7,000 current educators to be qualified
- Significant investments: \$300 million over 5 years

Votre gouvernement 

OPERATION WORKFORCE
LEVERS OF ACTION

The preferred levers of action :


- Focus on training by supporting student graduation and perseverance, as well as promoting the adaptation of skills and the requalifying of workers
- Investing in the employment integration of the unemployed
- Taking action to keep workers employed
- Appealing to immigration with new efforts to encourage the arrival of immigrants meeting Quebec's needs and to ensure their integration into the labor market, where the jobs are located

Votre gouvernement 

OPERATION WORKFORCE
DEPLOYED MEASURES

Key measures :

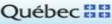
- New Scholarship Program (Perspective Quebec Scholarships)
 - Aims to increase full-time enrolment in targeted programs of study, reward student perseverance and increase graduation
 - Scholarship of \$1,500 per successful full-time session (college studies)
 - Maximum total scholarship of \$9,000 for a three-year program of study
- Providing enhanced income support to unemployed people in training
 - Aims to encourage more unemployed people to take training to integrate into childcare employment
 - Allowance increased to \$475 per week for the duration of the training (equivalent to minimum wage)

Votre gouvernement 

**OPERATION WORKFORCE
DEPLOYED MEASURES**

Key measures (continued) :


- **Develop new training to integrate the profession of childcare educator**
 - New 90-hour introductory training to recruit people and prepare them for unskilled educator jobs (educational approach and child health and safety)
 - New short refresher training to qualify people already holding :
 - Technical training in the field of humanities (e.g. special education, social work)
 - A diploma obtained outside Quebec
- **Offer paid work-study training**
 - 18-month training (work-study program)
 - Remuneration during studies (the employer receives financial compensation to reimburse a large portion of the wages paid during school hours, a maximum of \$25 per hour)

Votre gouvernement 

**OPERATION WORKFORCE
DEPLOYED MEASURES**

Key measures :

- **New Scholarship Program (Perspective Quebec Scholarships)**
 - Aims to increase full-time enrolment in targeted programs of study, reward student perseverance and increase graduation
 - Scholarship of \$1,500 per successful full-time session (college studies)
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- **Providing enhanced income support to unemployed people in training**
 - Aims to encourage more unemployed people to take training to integrate into childcare employment
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Votre gouvernement 

Questions, points to share

Votre gouvernement 



Formation Technique et Professionnelle, or technical and vocational training, is recognized by the Ministry of Education and designed to prepare students for working life. The curriculum is also aimed at those who are considering professional retraining. The goal is to specialize in a field of activity with the necessary practical knowledge and skills.

The Early Childhood Education Program is structured to train educators for child care services for children ages 0-12 years. The main function of educators consists of creating an environment that favors physical, psychomotor, cognitive, language, socio-affective skills, and morals while establishing a positive relationship with the children. They are also responsible for the conception, organization, animation and evaluation of activities that contribute globally to the development of the children that are left in their care.⁶

- English summary of the [Early Childhood Education Program](#)
- The English version of the complete [Early Childhood Education Program of Study](#) approved by the Québec Government's Ministry of Education
- The program has [recently been updated](#) and is only available in French at present

⁶ Inforoute.org Technical Training, Diploma of Collegial Studies.

CÉGEP courses. CÉGEP is an acronym for the French phrase Collège d’enseignement général et professionnel, which translates to General and Professional Teaching College. In Québec, CÉGEP is a public school that provides the first level of post-secondary education. CÉGEP courses are considered a smart choice for career-based programs at the beginning of a professional certification or degree.

Examples in English:

- [CÉGEP Heritage College](#) offers two-year pre-university programs that prepare students for further university studies and three-year career programs for immediate entry into the labor force. [Early Childcare and Education Program](#)
- [Lasalle College](#) is a subsidized private post-secondary educational institution providing professional, college, and pre-university training. It is the largest bilingual college in North America. [Early Childhood Education Program](#)
- [Vanier College](#) is a publicly-funded English language CÉGEP located in Montreal, named in honor of a Canadian soldier, diplomat and former Governor General of Canada. [Early Childhood Education Program](#)
- [The Early Childhood Work-Study Program](#) is a hybrid approach (named COUD) that combines work in the field immediately, with online study for 2-3 days a week. The program and website are designed to simultaneously connect students and early educators with a program for child care businesses and employers who register their services and their workforce needs at the same site.
- [Champlain College Saint Lambert](#) offers a variety of pre-university and career-based programs, as well as Continuing Education and Corporate Training options. This [Early Education Work-Study Pathway](#) is offered in English. Accreditation for [students with prior experience in the field](#) is also an option.



Visit to Trois Rivières

The New York – Pennsylvania Delegation visited three Centres de la Petite Enfance (CPE child care centers) over the course of the week. The first two are based in Québec City. The CPE Les Petits Murmurs, Des Remparts is a neighborhood-based center serving families in the immediate area. The CPE Les Petits Murmurs, De la Colline is located in a Government building serving the families of municipal employees.

Our purpose for travelling to Trois-Rivières later that week was to understand how the child care policy structure was interpreted and delivered locally, and farther from the center of Government.

Trois-Rivières is a city in the Mauricie administrative region of Québec, Canada, at the confluence of the Saint-Maurice and Saint Lawrence rivers, on the north shore of the Saint Lawrence River, between Montreal and Québec City. Trois-Rivières is the economic and cultural hub of the Mauricie region. The settlement was founded by French colonists on July 4, 1634, as the second permanent settlement in New France, after Québec City in 1608. An industrial city, the forge produced iron and cast for 150 years, much of it being shipped to France to be used in French navy ships. The first port facility was built in 1818 near rue Saint-Antoine, and today handles 2.5 million tons of cargo annually. The first railway was built here in 1879 to support the growing lumber industry. It is home to the Université du Québec à Trois-Rivières, and the Mauricie Campus of the Université de Montréal, a satellite campus for the University's Faculty of Medicine.

The City of Trois-Rivières is approached from the northeast on a long stretch of interstate highway from Québec City, which is peppered with open fields, one-story warehouses and the occasional truck stop. Just a 10-hour drive north of Pittsburgh, PA and a 2.5-hour drive from Plattsburgh, NY, Trois Rivières is a city of approximately 138,000 people and could easily be any similarly-sized city in the United States.



The Delegation was hosted by the Corporation de Développement Économique Communautaire (CDEC), or the Economic and Community Development Corporation of Trois-Rivières. The Corporation is physically located in a 1920s-era school that has been repurposed as a social innovation space, with the following mission:

“By adopting the values of democracy, solidarity and social justice, the corporation’s mission is to contribute to the improvement of the living conditions of the community economically, socially and environmentally through strategies of consultation, mobilization and sustainable development.”

The CDED is a primary partner to the economic development plans for the city. At this location, the Corporation hosts organizations which support residents with services such as employment and workforce development, language instruction and housing referrals for new arrivals, and a social enterprise cafeteria. As a key feature of economic development and employment support, the child care strategy is managed from here. The General Manager of the CPE has a seat and voice at this table. Trois-Rivières has been recognized internationally for this coordination.

The Centre de la Petite Enfance (CPE) Le Cheval-Sautoir serves families in the local neighborhood. Places are coordinated through the Québec Government’s “Single Wicket” on-line registration platform, and with “community agents” and “employability workers,” who are the local program officers at the CDEC.



Our Delegation's Views

Collectively, our delegation admired all CPEs for:

- **Unification of the economic development entity, child care centers, child care directors and staff, with the purpose of the Québec Government child care strategy.** In all locations, everyone has the same message and the system's requirements and goals for improvement are well communicated. Everyone supports and understands the importance on both a leadership and local level. CPE's are consistent between Québec City and Trois-Rivières. This coordination was a pleasant surprise to our delegation, when compared to the often disconnected patchwork system in the U.S. There is no disconnection between the development of public policy and the implementation of practice.
- **Child Care staff that were engaged with a high level of enthusiasm and pride in what they do.** Children were happy at all locations with no behavioral concerns evident. Children were calm, cheerful, self-actualized and keen to interact with visitors. This was noticed by everyone.
- **An on-site special educator included as part of the child care team to address developmental or behavioral issues as they arise.**
- **Curriculum focused almost entirely on play, with constant observation and assessments** to determine developmental supports needed. There is also attention to essential basics, for example, staff make sure the children have the clothes they need to be outdoors in most weather conditions.

- **The three-year degree described to us by child care staff as the source of their training, plus the play-based curriculum, leads to an extremely competent workforce. Staff were eager to share with us the experience of their education and employment placement.**
- **The opportunity to sing with and for the children in both English and French. This was another indication of the positivity of the operation.**



Appendix A: The NY + PA Delegation

NEW YORK



Kate Ryan

Director

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Kate Ryan is the Director of the Adirondack Birth to Three Alliance, a regional early childhood coalition working to fulfill a promise of every child becoming a healthy, thriving, contributing member of their communities. For 15 years, Kate was a speech-language pathologist and board certified behavior analyst for North Country Kids, an early intervention and special education preschool agency. She saw first hand how experiences, both positive and negative, impact a young child's development. Kate has also served as a behavioral consultant for the Plattsburgh City School District and adjunct clinical supervisor and professor in the communication sciences and disorders program at State University of New York at Plattsburgh. She holds a bachelor's degree in Communication Disorders and Sciences and a master's degree in Speech-Language Pathology as well as a post-graduate certificate in behavioral intervention in autism.



Bob Frawley

Consultant

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Robert G. Frawley, MA worked for 32 years at the Council on Children and Families where he served as a research scientist, policy analyst, and Deputy Director. For the last 28 years, Bob focused his work on building comprehensive and coordinated systems of services to better meet the needs of young children and families. This has included participating on and leading several statewide initiatives designed to improve services for children and families including serving as co-chair of the Early Childhood Comprehensive Services Planning Initiative and the Governor's NYS Early Childhood Advisory Council.

Since his retirement in March 2015, Bob has continued his work in early childhood systems building. He has continued as a member of the Early Childhood Advisory Council's Steering Committee and he co-chairs the ECAC's Fiscal and Data Work Teams. He recently served as the main writer/editor of the Social-Emotional Development Guidance Document developed by the Early Childhood Advisory Council and Early Intervention Coordinating Council's Joint Task Force on Social Emotional Development. He is also a full-time volunteer consultant and member of the Steering Committee of the Adirondack Birth to Three Alliance and is a member of the Board of Directors of Hunger Solutions NY and the NYS Association for Infant Mental Health.



Alan R. Jones

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Alan Jones is the Executive Director/CEO of Adirondack Community Action Programs, Inc. (ACAP), an Essex County based organization serving the human service needs of

the residents. Alan served as President of the Board for the New York State ECLC (Early Care and Learning Council) an agency dedicated to the promotion of excellence in early care and education. Alan Also served for 10 years on the Elizabethtown/Lewis School Board and Board Vice President of the Boquet Valley Central School District. He served as President of New York State Community Action Association (NYSCAA). He is a Senate appointee to the CSBG Advisory Council with the NYS Department of State. Alan has his Associates Degree from Paul Smith's College in Business Administration, a Bachelor's Degree in Management from Clarkson University and holds his Family Development Leadership Credential from Cornell University.

PENNSYLVANIA



Robyn Tedder

CEO - ECFA Project Director

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Robyn Tedder is an Education Consultant who works primarily with early childhood stakeholders to help them strategically develop and implement programming, improving the lives of young children and families. Her passion for early childhood education drives her to work to ensure all children have access to high quality care and educational settings. Born in Pittsburgh, PA and a proud Steelers fan, Robyn moved to Atlanta shortly after graduation from the University of Pittsburgh. She started her career as a kindergarten teacher with Teach for America-Metro Atlanta. Throughout her career, she has provided support and strategic direction to education programs and non-profit organizations. Her work experiences include tenure with organizations such as Teach For America, Atlanta Public Schools, The Atlanta Speech School's Rollins Center for Language and Literacy, Danya International Inc., Purpose Built Schools Atlanta and the YMCA of Metro Atlanta. Through her work, Robyn has helped programs increase family engagement, strengthen community outreach strategies, redesign early childhood workforce development programming and operationalize program frameworks. Through her company, Candor and Co Consulting, Robyn has worked with organizations such as Start Early, National Black Child Development

Institute - Atlanta, The United Way of Greater Atlanta, Civitas Strategies Early, the Alliance for Early Success and School Readiness Consulting. In 2020, she was selected to serve as a Learning Fellow with The Heinz Endowments helping to lead the implementation of a comprehensive prenatal to three regional strategy. Robyn is a certified Georgia Educator and a Gates Millennium Scholar. She holds an M.Ed. in Early Childhood Education from Georgia State University and a B.S. in Applied Developmental Psychology from The University of Pittsburgh.



Diana Bucco

President

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Diana Bucco is President of The Buhl Foundation where she has led the revisioning of the Foundation's new strategy and approach to philanthropy, including its focus on community-driven neighborhood revitalization. Prior, she was the President of The Forbes Funds, a Pittsburgh-based organization that supports nonprofit capacity-building through grantmaking, research, and leadership development. During her tenure, The Forbes Funds became a leader in supporting Strategic Restructuring, Fiscal Modeling and Advocacy on behalf of the nonprofit sector. She also co-launched the Greater Pittsburgh Nonprofit Partnership, a coalition of 350 nonprofit organizations that have joined together to create a unified voice for the sector. Previously she was the founding executive director of the Coro Center for Civic Leadership and The Mentoring Partnership of Southwestern Pennsylvania, and the executive director of Pennsylvania Campus Compact. She serves on the Boards of the Carnegie Science Center, Pennsylvania Economy League of Greater Pittsburgh, A+ Schools, APOST, Advancing Academics and the Hear Foundation. She Chairs the Funders Network for Partner for Work, is the Membership Chair of the International Women's Forum, and a member of Riverlife's Complete the Trail Campaign. She has served previously in many roles including Development Chair as a member of the National Council of Nonprofits' Board of Directors, Independent Sector's Public Policy Committee, Treasurer and Strategic Planning Chair of Global Ties of the USA and as a Trustee of Point Park University and many others. She has been recognized throughout her career for her

accomplishments including the YWCA Tribute to Women, Pittsburgh Business Times Women of Influence, Spirit of Amelia Earhart Award by Zonta Club of Pittsburgh, Pittsburgh Magazine's 40 under 40, Coro's MLK, Jr. Leadership Award and was the recipient of a German Marshall Fellowship. She was also recognized by the state as one of the top ten of the GenX generation.



Chris Ellis

Program Officer, Healthy Children and Adults

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Chris Ellis is the program officer for healthy children & adults at The Pittsburgh Foundation. In this role, Chris manages a grant portfolio to support the basic needs of individuals in the community with a focus on child care, food access and mental health. He also leads various special initiatives at the Foundation, such as the Small and Mighty grants program and the Single Women Raising Children initiative. Chris also led an organizational-wide, internal process to strengthen the Foundation's commitment to racial justice across its numerous functions. Through his work at the Foundation, Chris is committed to supporting Black-led organizations and increasing their access to philanthropic resources. Prior to joining The Pittsburgh Foundation, Chris worked in several roles at philanthropic, public and community-development organizations. This work included strengthening the relationship between foundations and state government while working in the Office of Community Partnerships for the Governor and Lieutenant Governor of Colorado and at The Colorado Association of Funders and improving access to early childhood education at the United Way of Salt Lake through innovative financing models. Chris was selected as a member of the Association of Black Foundation Executive's 2022-23 Connecting Leaders Fellowship Program. He graduated from Colorado College. Outside of work, Chris enjoys cooking, running, writing poetry and exploring with his wife and their one-year old son.



Michelle Figlar

Executive Director

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Michelle Figlar is the Executive Director of the Birmingham Foundation, serving south Pittsburgh neighbors with a focus on children aged pre-natal to eight years old and their families. Before joining the Birmingham Foundation, Michelle served as the Vice President for Learning at The Heinz Endowments, overseeing the Endowments' strategy that focuses on family and child well-being, holistic education, and community and workforce readiness. Michelle also served as Deputy Secretary of the Pennsylvania Office of Child Development and Early Learning (OCDEL). Other leadership positions in her career include Executive Director of the Pittsburgh Association for the Education of Young Children (PAEYC), a program manager for the Office of Early Childhood in Cuyahoga County, OH, a Head Start Director in Chicago, IL, a preschool special education teacher, and a VISTA volunteer in Northern CA, where she developed curriculum and programming with family child care providers. Michelle had the privilege of serving as a Head Start Fellow and spent time working with several national non-profit advocacy groups. Michelle is honored to have served as the co-chair of Allegheny County Executive Rich Fitzgerald's Children's Fund Community Working Group, a board member of Grantmakers of Western PA, Sarah Heinz House, and a trustee for Milton Hershey School. Currently, Michelle is pursuing an Ed.D. from Vanderbilt University. Michelle's greatest joy is her family, who reside in Pittsburgh with her husband, Greg Quinlan. She is the proud parent of Allderdice students Grady and Tilly Quinlan.



Rebecca Mercatoris

Director

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Becky Mercatoris was named Director of the Department of Children Initiatives on May 25, 2021 and formally started in that position on June 7, 2021. An early childhood and education (ECE) professional, Becky has over 20 years of experience in the field. She began her career in a child care center and continues to support children, families, and ECE and Out of School Time (OST) providers through advocacy and public policy efforts. Becky has provided local, state, and national leadership around critical ECE issues, including the prevention of suspension and expulsion of young children, public policy supporting infants and toddlers and the ECE and OST workforce, and the adoption of shared services across the ECE sector. She has extensive knowledge of the Child Care and Development Fund (CCDF) and implementation of Pennsylvania's Child Care and Development Block Grant (CCDBG), as well as Pennsylvania's policy, programmatic, and funding landscapes serving children birth to 12 years old. Prior to taking the position with the county, Becky was a technical assistance consultant for the Child Care State Capacity Building Center (SCBC) supporting the federal Administration for Children and Families' Office of Child Care (OCC). She previously worked for Pennsylvania's Office of Child Development and Early Learning (OCDEL) as the Bureau Director of the Bureau of Early Learning Policy and Professional Development. Becky holds a Master of Public Policy and Management from the University of Pittsburgh's Graduate School of Public and International Affairs (GSPIA) and earned her bachelor's degree from The College of Wooster in Wooster, Ohio.

INTERNATIONAL ADVISORS



Jeannie Mansill

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Jeannie Mansill, MS, LBSW-IPR is Founder and CEO of Project Unity in Bryan, TX, representing College Station as well. In 1995 Jeannie created Project Unity, whose mission is to “empower children, families, and individuals to reach their highest potential in communities where they live.” Jeannie has a Visionary Leader/Entrepreneur, Boots on the Ground mindset. With the creation of Project Unity, she set out to bring systemic change to the bureaucratic patterns of government designed to “help people”. In 1996-1997, Project Unity was awarded the national “Award for Excellence in Community Collaboration for Children and Youth, sponsored by National League of Cities, and National Association of Counties. Along with the national award Jeannie was issued Senate Proclamation No. 2177 by then Texas Senator Jim Turner (who later served in U.S. Congress): Proclaimed, “That the Senate of the State of Texas hereby commend Jeannie Mansill for her exceptional work as the Director of Project Unity.” Jeannie was personally awarded the Daily Points of Light Award by President George H.W. Bush, “Honoring those who have made a commitment to secure for all Americans, especially young people, the fundamental resources needed to lead a productive life. ” She is the recipient of the National Sunny Andrews Award from the Association of Social Work Boards for “Outstanding Regulatory Board Service.” Jeannie is a leading member of the National League of Cities Poverty Reduction Peer Network, now the Economic Opportunity Peer Network, a select group of cities elevating their strategies to reduce poverty and increase opportunity and life chances. As a result of this membership, Jeannie was the initiator of the Economic and Social Inclusion Tool Kit with targets for child poverty reduction, housing, skills, health improvements and banking support for local residents. The Tool

Kit was the first in the United States, and has recently been updated to meet changing community needs. Jeannie has participated in two international knowledge exchanges as part of a 10-member U.S. delegation to the UK with specific interest in unemployment, child poverty and poverty reduction initiatives. Jeannie's case management software system, Intake1, was presented as a "best practice" for inclusion strategies. Jeannie was chosen to speak at the National Association of Workforce Boards International Day in Washington DC on employment, skills, inclusion and best practices. The event was attended by representatives from 16 countries, with Jeannie representing the United States.



Natalie Branosky

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Natalie Branosky is an Executive Advisor in the area of workforce and economic development, economic and social inclusion, labor markets, skills, social innovation, social enterprise and philanthropy. She has worked extensively on Capitol Hill, at Westminster and the Hague, and promotes international knowledge exchange as essential to building inclusive economies.

Natalie worked for US Congressman Bill Hughes (D-NJ), and US Congressman Pete Stark (D-CA) during the 1996 welfare reform debate in the US. She went on to work for Prime Minister Tony Blair's Cabinet Minister for Employment and Welfare Reform in the United Kingdom, where she developed the UK policy for employment retention and advancement. She was Senior Advisor at the UK Department for Work and Pensions and later the Centre for Economic & Social Inclusion in London where she coordinated "City Strategies" among 10 UK Cities with long-term improvement targets for employment, skills, income, and child poverty. She has held a research post at the Dutch Council on Work and Income to assess how policy prevents in-work poverty in the Netherlands. Natalie was Senior Advisor to the British Ambassador to the United States, where she reported to No. 10 Downing Street on education, health, workforce, poverty, and related issues on the Politics, Public Affairs and Economy Group. She was

appointed to the UK Ambassador for Philanthropy to encourage large-scale international giving and was selected for Warren Buffet's "LearningByGiving" pilot, the first global course to improve the effectiveness of philanthropy and charitable gifts. She is architect of the first US National Association of Workforce Boards' International Day in Washington, featuring economic and workforce development strategies of 16 countries. She is passionate about helping executives and organizations to realize "the new possible" as leaders navigate global challenges and celebrate success. She has a BA in Communication and Political Science, and a Certificate in Criminology from Rutgers University, an MSc in Policy Studies from the University of Edinburgh, and a certificate from the LearningByGiving Foundation, Northeastern University, Boston. She has dual citizenship in the US and UK.

Appendix B: Questions for the CDEC Trois-Rivières



Questions submitted in advance

1. Please explain the role of the CDEC
2. What is your relationship to public services and businesses? How do you coordinate with them?
3. What is your biggest economic and community goal for the next 5 years?
4. What are your largest industries and employment sectors?
5. What is life like for individuals and families on a low income? How big of an issue is this in Trois Rivières?
6. When CDEC develops a new strategy, how do you consider schools, early learning and child care?
7. Please explain the early learning and child care system here in Trois Rivières.
8. Can you tell us about the workforce development pathway for child care and early learning professionals?
9. If you had blue skies and an unlimited budget, what would you do?

Questions soumises à l'avance

1. Veuillez expliquer le rôle du CDEC
2. Quelle est votre relation avec les services publics et les entreprises ? Comment vous coordonnez-vous avec eux ?
3. Quel est votre plus grand objectif économique et communautaire pour les 5 prochaines années ?
4. Quels sont vos principales industries et secteurs d'emploi ?
5. À quoi ressemble la vie des personnes et des familles à faible revenu? À quel point est-ce un problème à Trois-Rivières?
6. Lorsque la CDEC élabore une nouvelle stratégie, comment considérez-vous les écoles, l'apprentissage préscolaire et la garde d'enfants?
7. Veuillez expliquer le système d'apprentissage et de garde des jeunes enfants ici à Trois-Rivières.
8. Pouvez-vous nous parler du cheminement de développement de la main-d'œuvre pour les professionnels de la garde d'enfants et de l'apprentissage de la petite enfance?
9. Si vous aviez un ciel bleu et un budget illimité, que feriez-vous ?

Appendix C: Group Project on Child Care and Economic Development

International Knowledge Exchange

Québec: Child Care Solutions



3 tables of 1 NY + 2 PA delegates. Each table gets a Tool Kit and 4 sheets of paper. Plan 1 hour.

Directions:

1. Tape together the 4 pieces of construction paper any way you want.
2. Each person choose one of the roles below. Go beyond your current role if possible
 - ⊗ Economic Developer or Business Leader
 - ⊗ Philanthropic Leader
 - ⊗ Child Care: Educator, Advisor, Strategy/Program Leader
 - ⊗ Parent (employed or unemployed) in need of child care
3. Each person choose a different color pen to make a mark anywhere on the page.
4. The paper represents your local economic development area, with people who have “made their mark” before you were here.
5. Slowly empty your Tool Kit contents onto the white paper. Working as a team in your newly chosen roles, use your Tool Kit and the information you learned yesterday and today to build a community where:
 - ⊗ Every child has a good quality learning environment
 - ⊗ Every parent as a worker/employee has a good quality, accessible and affordable child care choice
 - ⊗ Businesses invest in child care as an employee benefit
 - ⊗ Child care / early learning educators have a good job and advancement plan
 - ⊗ Philanthropy supports your chosen plan
6. A few additional points
 - ⊗ Not all Tool Kits are the same, and all of your Tools must be used in some way.
 - ⊗ “I’m looking to trade:” You can **trade** with another table for something in their Tool Kit, ensuring that all Tools are used.

Be prepared to explain your newly-designed community!

Appendix D: Contact Information

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