



National  
Children's  
Alliance

Alliance  
nationale pour  
les enfants

# **Strengthening Capacity Project National Meeting**

## **Summary Report**

**Aylmer, Québec  
March 2001**

**National Children's Alliance**

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## **A. Introduction**

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The National Children's Alliance (Alliance) hosted a three-day meeting for national and provincial/territorial organizations on March 30 – April 1, 2001, the purpose of which was to build from the work of the December workshop to achieve the following objectives:

1. *Strengthen the networking capacity of the Alliance.*
2. *Re-confirm the "common grounds" and the "common vision" of the National Children's Agenda.*
3. *Assess progress since the last meeting in December 2000.*
4. *Identify the challenges, opportunities, and obstacles that lay ahead in 2001.*
5. *Generate key "ideas for actions" within each of the four strategic priorities, and identify areas where concerted effort will be required.*
6. *Prepare draft action plans.*
7. *Understand the overall advocacy context.*

Sixty-six participants representing national, provincial and local voluntary sector organizations working with children and families attended a three-day forum. A participant list is appended.

The meetings discussed how the Alliance could work towards creating a shift in public policy decision-making, and how issues raised in December can be moved from strategic priorities into action. This will help to ensure that the potential of the Early Childhood Development (EDC) agreement is reached. It was noted that this objective would not be achieved without the efforts of the national and provincial/territorial networks, as the voluntary sector work is crucial to development of the National Children's Agenda.

## **B. Alliance Building & Networking**

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The participants studied the challenges of working within an alliance model, how to build the principles of how alliances work into our respective activities, and how to create awareness about the key characteristics and mechanisms of an alliance. A presentation about networking was followed by an exercise that allowed participants to experience mapping, building, and activating a network, as well as learning some networking key principles and techniques.

## **C. Re-visiting the Common Ground and the Common Vision**

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*The objective of this session was to bring everyone up to speed, provide for continuity, re-affirm the shared "sense of direction", and make adjustments, if necessary.*

### **Why a Vision?**

The purpose of visioning is to allow provincial/territorial affiliated organizations and networks to determine common ground, values, principles, interests, and common "skies": a vision for a children's agenda for the next three to five years. Once a vision is established, the affiliates pursue their own mandates within the broad parameters. The key is to ensure that the vision is broad enough to accommodate a variety of complementary actions and strategies that allow different groups the space to work within broadly defined directions.

### **Assumptions/Givens**

- The vision is for a National Children's Agenda, not for the Alliance.
- The Alliance trusts that individual organizations will work within the parameters set by the sense of direction and common grounds.

### **A Vision for the National Children's Agenda**

*Participants representing national, provincial and local voluntary sector organizations working with children and families reviewed the vision developed at the December workshop. The discussions led to a revised vision for the National Children's Agenda.*

#### **a) Preamble:**

In May 1999, governments in Canada agreed to work collaboratively to develop and implement a National Children's Agenda that "values children for who they are, and that provides opportunities for every child to achieve his or her full potential."

As members of the voluntary sector, we recognize our responsibility in working collaboratively with governments and communities to achieve the goals of the Agenda.

#### **b) A Vision for realizing the National Children's Agenda:**

- citizens, communities, governments and voluntary sector/ NGO organizations are engaged in ongoing participatory decision-making processes towards achieving the National Children's Agenda for children and youth.

- in Canada, services and programs for children, youth and families are:
  - driven by community needs
  - culturally sensitive & respectful of diversity
  - inclusive of children with disabilities
  - high quality
  - coordinated
  - equitable
  - accessible
  - funded for stability
  - integrated in a comprehensive system
  - comparable across all regions of Canada
  
- in Canada, children and youth live in families that are supported by adequate income security measures and communities which provide services and programs to ensure that children reach their physical, cognitive, spiritual and emotional potential.
  
- funding for programs and services is sufficient, sustained and flexible. Although governments have a primary role in the sustainable funding of public services, other sectors of society have responsibility to contribute to the well-being of children and youth.
  
- funding for programs and services is provided through mechanisms that ensure accountability, community-based evaluation and transparency.
  
- Canada has fully realized the articles in the UN Convention on the Rights of the Child through legislation, policy and mechanisms for implementation, according to three principles: protection, provision, and participation. The UN Convention provides a rights-based framework that Canada has the potential to exceed in many areas, for example with respect to children with special needs.

### **c) Informing the Vision**

*The vision outlined above was originally created at the December workshop, and subsequently revised at the March meeting to read in its current form. The following issues and points were raised in the discussion of the vision statement, and will be considered by the Alliance and the provincial/territorial networks in its implementation:*

- there is a need for voluntary sector participation throughout all stages of government decision making processes at every level of government, from initial consultation and goal-setting to evaluation and monitoring of outcomes
- the voluntary sector must provide direction to the National Children's Agenda

- *access to services vs. entitlement to services*; all questions of access, comparability of services and responsibility for providing them are covered if *entitlement* is enshrined
- language of needs vs. rights
- “needs” must be defined at the community level, not by government
- responsibility for supporting children cannot be limited to parents and organizations, but also includes communities, workplaces, schools, etc.
- responsibility for funding: roles of public sector, private sector and individuals  
question of how corporations should be involved: through taxation or direct support to programs; question of community/collective responsibility vs. parental responsibility
- whether to use lists of services – as soon as a list is created, it prioritizes and excludes elements; we need a list of *principles*, not of *services*
- if the Convention on the Rights of the Child is realized, many of the other points become redundant, as the Convention contains many of these points; e.g. if a rights-based approach is used, the way services are provided is changed for the better
- whether we need a Commission for Children to protect the rights of children – and whether a Commission (a mechanism) does not belong in a vision statement
- whether a Ministry of Children would best protect the rights of children, or whether each ministry needs to build in mechanisms that evaluate their policies and programs in light of their impact on children and families
- whether a bill of rights would change the lived reality of bringing up children in Canada
- whether the rights in the Convention are adequate for children and youth with disabilities; a Canadian bill of rights for children and youth could go further
- the need for emphasis on services and income support: they are complementary
- the need for parents to have choices: different types of families with different sources of income must have their needs met
- the voluntary sector must be involved not only in setting goals and objectives for a National Children’s Agenda, but also in developing measurable outcomes
- families and children must be supported at all stages of child development
- community participation must be emphasized: there must be meaningful consultation with children, youth and families
- emphasize the need for a holistic approach to services, providing a continuum of care from prevention to treatment which is flexible and responsive
- funding must provide long-term stability
- the National Children’s Agenda is an evolving process which must respond to the changing needs of children, youth and families
- the vision developed for the National Children’s Agenda by the federal government has some merit
- programs must be informed by research and best practices
- accountability mechanisms must be transparent, and must take into account the ongoing need to monitor and adjust the provision of services as required

- emphasize supports as well as services – all families need supports, and if more families had access to resources (e.g. income support, supportive workplaces), fewer would need services
- evaluation must involve equity of outcomes, not merely equity of service provision

## **D. Federal Government Update**

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*Marta Morgan, HRDC.*

'The ECD initiative and agreement is a truly multi-sectoral, horizontal, modern partnership across Health Canada, HRDC, and the provincial/territorial and federal governments. It is an integrated priority for all governments'.

### **a) Key Elements of the ECD Agreement:**

- It is goal oriented. We are committed to improve child outcomes.
- There is an established shared policy framework.
- The agreement puts ECD on the national social policy agenda.
- It is a significant milestone that all governments have signed, except Quebec. Quebec supports the content, but there are some jurisdictional issues.
- There is agreement by all governments on the need to expand ECD services, and the need for flexibility for the provinces/territories to choose priorities within the key areas identified. For example, the ECD is a menu of services from which provinces may choose a focus, rather than a being basket of services which must all show improvement by each province.
- There is commitment to funding of \$2.2 billion by the federal government over 5 years.
- There is accountability through annual reporting.
- It is recognized that it is necessary to work together to continue to build research knowledge and effective EDC practices.

### **b) The Current Situation:**

- The provinces and territories are holding consultations and working internally to develop their priorities. Programs will be up and running during this fiscal year, starting April 2001
- Many provinces have signalled their general intentions through throne speeches, and some have signalled their specific intentions with announcements of budgets.
- We are expecting announcements from the remaining provinces in budgets regarding their specific intentions in the near future. Many provinces are investing in a range of areas.
- Judging by informal consultations with the provinces the general focus will be on child care; prenatal programs and education; programs to prevent and treat children with

Fetal Alcohol Syndrome/Fetal Alcohol Effects (FAS/FAE); programs directed at children at risk and children with disabilities; and parent resource centres.

### **Reporting Activity:**

- Another area of work is around reporting. The first reporting commitment is that all jurisdictions will publish their current activities in the fall of 2001, including an expenditure baseline. For first time there will be information on federal/provincial/territorial expenditures on Early Childhood Development in one place. This will allow the comparison of expenditures over time, and hopefully, evidence of increases. This is a transparent process showing where the ECD transfers are going.
- Although the ECD funding is delivered as part of the larger CHST funding mechanism, all governments have committed to allocating this money specifically to ECD programs. The federal government is also putting out a baseline report in the fall.
- The second element of reporting will focus on how to give life to commitments, for example tracking child outcomes and developing comparable program indicators to show expanding *services*. Not just tracking *dollars*, but tracking childcare spaces, or communities that get home visiting. With the exception of childcare, many areas are fairly new in terms of evaluating outcomes. We are building agreement on measures. The focus during this period is to put provincial plans in place, working on baseline reports, and over time shifting the focus towards commitments that need to be made for fall 2002.
- Ministers will meet later in the spring, and our challenge is, firstly, meeting the established commitments, and secondly, working together to sustain momentum of this initiative. This is a first step, not a one-time policy focus. How do we keep the issue alive? Increase funding to meet the needs? The existing pot does not fulfil the scope of the vision of a community based comprehensive approach to services.

## **E. Challenges, Opportunities and Obstacles**

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*Saturday sessions began with a review of "Where are we?" The purpose of the sessions was to:*

- *Reflect on the obstacles and consider what opportunities exist to allow progress in their respective jurisdiction to hold governments accountable to achieve a National Children's Agenda; and*
- *To provide updates, to reinforce their accomplishments, and to increase awareness of what is going on across the country.*

**a) *Setting the Stage:***

Yesterday's work and the work accomplished in December provided clarity about the direction of the Alliance, and allowed us to see where we could be once a National Children's Agenda is actualized. Those in the voluntary sector delivering services to children and families have a role to play in developing the agenda. There is also an opportunity to hold governments accountable for the agreements signed, such as: SUFA, the National Children's Agenda, and the ECD agreement.

These are all good tools for an accountability process, but we need to think about how we can achieve the vision. We must hold federal and provincial/territorial governments to account for the dollars they spend, the services they provide, and the actual outcomes in their respective jurisdictions.

This year is particularly important because of the implementation of the ECD agreement. We want to be assured that government has done everything possible to develop services for children and families.

**b) *Provincial/Territorial Challenges, Commonalities & Opportunities for Collaboration***

Participants divided themselves into provincial/territorial groups (the national members formed another group), and created a list of challenges and opportunities for their particular jurisdiction. The following list represents those issues raised in a number of jurisdictions. In the interests of maintaining the confidentiality of participants, these have been listed without reference to specific jurisdictions.

**Challenges Identified:**

- issues of language and inclusion; e.g., how to ensure coalitions are inclusive of francophone, anglophone and other language communities
- breaking down "silos" between sub-sectors, e.g. health and child care, in both the voluntary sector and in government
- the CHST funding mechanism which presents accountability challenges, and contains no means for the federal government to enforce spending priorities, e.g. for Early Childhood Development
- geographic challenges, especially the costs related to face-to-face meetings at the provincial/territorial level
- the per-capita funding formula, which does not recognize that small populations still have diverse needs
- accessibility and coordination of services
- limited financial resources of organizations attempting to build coalitions

- lack of transparency in decision-making processes of provincial/territorial governments
- in some jurisdictions, it is difficult to establish which programs are funded by which source, e.g. NCB reinvestment or ECD. This makes accountability difficult
- challenge of involving rural and isolated communities in coalition-building
- difficulty ensuring comparability of programs even within provinces
- some provinces are focused more on tax cuts and debt-reduction than investment in social programs
- lack of detail in ECD announcements from provinces and in budgets
- developing accountability mechanisms, especially creating a baseline of services and measuring child outcomes
- competition among organizations for funding
- changes in provincial/territorial government can mean uncertainty as to keeping ECD promises
- disparity of resources between Aboriginal and non-Aboriginal populations
- lack of information on the separate stream of ECD funding for Aboriginal communities
- provincial/territorial governments can choose priority areas from the menu of services, rather than being committed to improving services in all these areas – can lead to lack of comparability across the country
- some organizations are vulnerable to funding cuts if they are too critical of government
- lack of “culture of cooperation” in some provincial/territorial governments
- federal-provincial wrangling over jurisdiction and responsibility
- level of funding for ECD is too low to achieve the desired outcomes

### **Opportunities Identified**

- to build on existing networks of grassroots organizations
- groundwork laid for provincial/territorial coalitions at Spring 2000 regional forums on the National Children's Agenda
- to influence decision-making on the ECD money to build the continuum of support for children and families, especially in small provinces and the territories where politicians are accessible
- to develop a voluntary sector report card on ECD progress in each jurisdiction
- to use existing networks of National Children's Alliance member groups and *their* members in the provinces and territories
- to share tools and information now that we have contacts across the country
- to participate in CAP-C projects and the work of the Centres of Excellence for Children's Well-Being
- to develop our own consultation processes to overcome “divide and conquer” tactics
- to work with allies in municipalities and provincial/territorial governments who are “champions” of children's issues

- to use research (e.g. the Mustard-McCain study) as a tool to pressure governments to fund children's programs adequately
- to monitor investments at the provincial level: to be "watchdogs" and "guide dogs" to government
- to use the media to build awareness at the local and regional level on the ECD
- to build on goodwill between some provincial/territorial governments and voluntary sector organizations to work together on successful implementation of the ECD initiative
- upcoming events: the UN Special Session on Children in September, upcoming meetings of F/P/T social service ministers, the conference in November (hosted by CCCF and CSBA) on the work of the Centres for Excellence
- the federal government's commitment to making children a priority, as outlined in the throne speech
- the National Children's Alliance itself provides an opportunity to strengthen and expand provincial/territorial coalitions using tools and contacts from member groups at the national level
- the upcoming (2002) review of the Social Union Framework Agreement, with its set of accountability principles and emphasis on citizen engagement

## **F. Action plans**

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*At this point, the provincial/territorial delegates developed action plans. Again, in the interests of confidentiality, action plan ideas have been presented here without reference to particular jurisdictions.*

- relay information about what is happening in other provinces and at the national level to our provincial/territorial networks and those who participated in the Spring 2000 regional forums on the National Children's Agenda
- engage MPPs in direct questioning regarding the specific investments to which the ECD money will be directed
- collaboratively develop a targeted list of where we would like to see ECD money spent, and establish benchmarks so we are clear about what we want when we talk to government
- plan a provincial meeting similar to this one, in order to share information with provincial networks
- develop an email list-serv for all provincial contacts
- inform the relevant provincial ministers of our plans to collaborate as stakeholders in ECD programs and to hold government accountable; if possible, obtain ministers' support of our action plan
- use information on positive developments in other jurisdictions to demonstrate to our provincial government what is possible

- meet with provincial ministers to ensure the National Children's Agenda remains a priority on their agenda
- use information from the National Children's Alliance in our newsletters and websites
- maintain two-way communication with the National Children's Alliance
- [in provinces where coalitions are still being built] identify key organizations who can lead the coalition-building process in our province
- identify events where National Children's Agenda and ECD information can be presented and circulated

The National Children's Alliance national members also created an action plan:

**Networking:**

1. Email the list of participants here today to the group.
2. Make sure national member organizations' provincial and local members hear back about today.
3. Information and common messages will be sent out. It is important to share information across the national network via: bulletins; workshops; and a newsletter.
4. We will attempt to secure funds for local networks to ensure they have resources they need.
5. We will attempt to expand national partners.

**Communications:**

1. We will work on the need for recommendations on the monitoring mechanism.
2. We will develop a one-pager common messages backgrounder.
3. We will provide a summary on this national meeting that goes out to everyone, that prevents duplication for people writing it in a newsletter, and ensuring all ministers get same message.
4. We will target people who need to hear our message, find champions, and create timelines around that.

**Public Education:**

1. We will draft OP ED pieces (e.g. May 4 - two years after the National Children's Agenda was signed, or Sept 11 - one year after the ECD agreement was signed).
2. We will investigate the development of a brochure and a poster on ECD to make it an easier sell.
3. We could compile an inventory so people know where to go for resources about initiatives and different related projects.
4. We could take on a role to compile indicators.
5. We could develop an accountability methodology and tool as a way of holding governments accountable. We could be a 'forensic auditor' to analyze government budgets. We need to do this as a one group.
6. We could continue the development of child outcome indicators at the national level.

## G. Dialogue on Alliance-building

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The agenda of the final day was to:

- Bring together people from the provinces, territories, and various alliances to: continue the dialogue on how to build the network across Canada; to determine ways to work together, overcome challenges, fill the gaps, and move forward in provincial/territorial alliances; and to share experiences.
- Talk about how to work beyond ECD issues.
- Share 'How-To's', tools, barriers and what was learned.
- Understand the history of the National Children's Alliance, and what strategies have worked.
- Discuss how the National Children's Alliance can support provincial networks and vice versa.
- Begin development of the key messages that emerged from the previous two days of discussion.

Dianne Bascombe gave a brief history of the National Children's Alliance, and the current "Strengthening Capacity" project. The Alliance is now aiming to assist organizations to participate at the provincial/territorial level with a capacity building project. Dianne emphasized the aspects of the Alliance's work that were key to its success, such as ensuring the ongoing autonomy of individual organizations and focusing on activities that member organizations cannot do on their own.

Dianne noted that, while the Children's Alliance does not pursue media spotlight as an end in itself, it is up to the provincial/territorial coalitions to decide where to place their media emphasis.

A lot of the work is non-partisan. Being process driven is key to being effective. It is about process and not just about the end product. We do need to know our goal, but we can be both goal oriented and process driven.

This brings us to inclusiveness. How to be inclusive is to be process driven. The importance of building relationships and therefore trust, and the importance of mobilization especially around key moments is critical. These are good opportunities to produce and share tools. Leveraging limited joint resources is important, so be thoughtful and strategic about your goals.

We appreciate that there is a question of disparity across provinces and territories in respective organizing abilities. We know that organizations no longer have the same capacity they once had to serve children and families, but after years of asking for more

money, we're trying different tactics. Our position is that if we can achieve successful implementation on the ECD that is the first piece, we'll be in a stronger position to access additional federal funding.

The implementation mechanisms are crucial and this is why we have so many organizations at national level participating actively in the Alliance whose primary focus is not children. They all realize that we need to build policy mechanisms within the new climate of federal/provincial/territorial relations in order to do work on anything else related to social policy. It is at these tables that this will be decided upon. If it's not that we don't want to ask for more resources from members and affiliates at the provincial/territorial level.

After Dianne spoke about the National Children's Alliance, members of the several provincial networks provided overviews of their respective experiences in organizing at the provincial level. Provincial representatives highlighted the need to bring in a broad range of coalition partners from different sub-sectors; to present a united voice to government, the public, and the media; and to continually work to ensure that coalitions are geographically, culturally and economically inclusive. They emphasized the importance of building a common vision, and of talking to government about communities' priorities regarding new funding for ECD and beyond. These networks had policy priorities which were similar to those of the National Children's Alliance, including a strong commitment to ECD, improved programs and services for school-age children and youth, sufficient income security for families and a network of community supports and services for all families.

## **H. Key Messages**

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April 1, 2001 was implementation day for ECD. A press release was drafted for distribution. Key messages were developed for two purposes: key messages to take back to provincial/territorial alliances; and key messages for a press release.

**Key Message #1 - The voluntary sector, as service delivery agents and advocates for our communities, are seeking a place at the table in policy development processes, particularly those focused on the National Children's Agenda and the ECD.**

**Key Message #2 - The voluntary sector has a key role in helping governments listen to communities and support community engagement in decision-making processes.**

**Key Message #3 - The National Children's Agenda and ECD Agreements contain promises related to citizen engagement, government accountability, and the development of progress indicators. The voluntary sector has a role to play in**

holding governments to these promises. We have the knowledge and the expertise to work with governments on the accountability piece, on indicators, and on community engagement.

**Key Message #4 - The ECD initiative is the “test case” under the Social Union Framework Agreement. There are big stakes to “getting this one right.” If we can’t do it for the young children we can’t do it for anyone else!**

**Key Message # 5 - The funding for ECD is currently insufficient to achieve the goals in the agreement, and we still need to see commitments made for achieving the broader goals of the National Children’s Agenda. We are also waiting to see provincial/territorial governments make their own investments.**

## **I. Summary & Next Steps**

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The National Children’s Alliance is attempting to tap into the untouched power of the voluntary sector *as a sector*. All ministries are struggling with how to rebuild civil society. Government needs to be our primary partner. We’re working on same issues, but the voluntary sector has a lot more in its “tool kit” than does the government. Nevertheless, it must be emphasized that the government has a big role to play.

This might be the time to commend the federal government on this initiative, and those provinces who have already committed to specific implementation plans, as it might of media interest. This may not be the time to complain about what hasn’t yet been done; rather, we should give credit where credit is due. We need to be mindful of the fact that it is a five-year funding commitment, and that this is positive. It is also important to show our appreciation for support to programs like CAPC that is given by government departments.

As one participant pointed out, ECD is a foundation of society, and more than just as a test case. Children and families are the foundation of a healthy nation. This value has been lost and we are just beginning to build that back. We are a nation built on children and families. They are our human resources. The ECD as a *foundation* is a metaphor to “get it right” again, to put first things first.

If we are going to work toward intersectoral collaboration, we must begin by putting first things first: civic, local, regional, and provincial strategies to give children what they need. We’ve expanded the issue of money to include the question of doing it right. This is a fundamental shift in focus, and this shift has been evidenced at this national meeting. Federal and provincial/territorial structures are grappling with rebuilding the social

framework with first things first - children and families. We can show them how it can be done.

The second key is being process-oriented. Processes must be collaborative. Governments and society are beginning to appreciate the value of working together.

At this point in the meeting, ideas were shared as to how the National Children's Alliance could assist the provincial/territorial affiliates in their work. It was suggested that the affiliates choose one representative from each province or territory to be the contact person for the Alliance.

Some of the suggestions for support and assistance were:

- A bi-monthly conference call with one representative from each province/territory.
- Some funding to help work with networking in provinces/territories.
- Building an online community: an e-mail listserv will be set up and moderated by Liz Sutherland. All e-mails to Liz will be distributed. This will be used for things like government announcements, member's events and meetings, and to share tools and strategies (considered internal communications). One caution about the listserv is to ensure confidential information is shared during the conference calls, and not circulated via e-mail.
- During this next year, Alliance provincial/territorial affiliates could consider hosting community forums and developing ways to communicate with local organizations. The Alliance could share forum materials, and provide help with speakers and partners through the national network. This could be used as a way to link community, province/territory and national organizations and groups.
- The Children's Alliance could distribute a brochure about the Alliance, its policy positions and key messages. Alliance organizations have permission to use the Alliance logo to show their affiliation. The Alliance encourages the use of their logo with individual logos.
- The Children's Alliance could create a speaker's list.
- A 'highlights and lowlights' report card of what's happening and not happening in different jurisdictions could be useful. Each province/territory could draft a brief 'highlights and lowlights' piece before each conference call.

Dianne Bascombe thanked everyone for their contributions, and for being part of the beginning of a nation-wide 'conspiracy' for social development! In a few years, she suggested, we'll get together again to celebrate great strides forward in social policy.

## J. List of Participants

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### National Organizations

Elspeth Ross	Adoption Council of Canada
Mike McKnight	Big Brothers and Sisters of Canada
Laurel Rothman	Campaign 2000
Janis Douglas	Canadian Association for Community Living
Kristen Reeves	Canadian Association of Family Resource Programs
Sandra Griffin	Canadian Child Care Federation
Marcel Lauzière	Canadian Council on Social Development
Lori Harrop	Canadian Council on Social Development
Bonnie Pape	Canadian Mental Health Association
Janet Davies	Canadian Nurses Association
Marie Adèle Davis	Canadian Paediatric Society
Anne Deguefe	Canadian Parks & Recreation Association
Sharon Jollimore	Canadian Parks & Recreation Association
Norma Freeman	Canadian Public Health Association
Marie Pierce	Canadian School Boards Association
Harvey Weiner	Canadian Teachers' Federation
Margot Young	Canadian Union of Public Employees (for Canadian Labour Congress)
Cynthia Magloughlin	Child Care Advocacy Association of Canada
Rebecca Scherer	Child Care Advocacy Association of Canada
Margaret Fietz	Family Service Canada
Judi Varga-Toth	Family Service Canada
Margaret Potié	Fédération des communautés francophones et acadienne du Canada
Pam Kapoor	National Anti-Poverty Organization
Sharon Hope Irwin	SpecialLink: The National Centre for Child Care Inclusion
Mary deToro	UNICEF Canada
Kathryn Ann Hill	United Way of Canada – Centraide Canada
Anne Mason	Vanier Institute of the Family
Lorrie Huggins	YMCA Toronto for YMCA Canada
Darina Vasek	YWCA of/du Canada

### Provincial/Territorial Children's Advocates' Representatives

Sharon Chapman, Communications & Public Education Officer	Office of the Saskatchewan Children's Advocate
Judy Finlay	Ontario Children's Advocate
Cynthia Smith, Field Officer	Office of the Nova Scotia Children's Ombudsman

## Provincial/Territorial Participants

Annie Baert	Learning Disabilities Association of NS
Pedro Barata	Campaign 2000 Ontario
Judith Barry	Club des petits déjeuners du Québec
Joyce Beaudry	Sackville Family Day Care Association (NS)
Sandra Beckman	Early Childhood Development Program, Yukon College (YT)
Shellie Bird	Ontario Coalition for Better Child Care
Cindy Carson	First Call (BC)
Danica Carson	Unicorn Children's Centre Inc. (NB)
Kim Crockatt	Nunavut Literacy Council
Marianne Drew-Pennington	BC Association of Family Resource Programs
Pat Fannon	Ontario Association of Family Resource Programs
Heidi Fisher-Phillips	Regina Health District (SK)
Lyda Fuller	YWCA of Yellowknife (NWT)
Martin Garber-Conrad	Edmonton City Centre Church Coalition (AB)
Mary Goss-Prowse	Association of Early Childhood Educators of Newfoundland - Labrador
Anna Marie Hayes	Valley Family Resource Centre (NB)
Karen Isaac	BC Aboriginal Child Care Society
Caroline Johnson	Family Support Program, Yellowknife Women's Centre (NWT)
Marta Juorio	YWCA of Saskatoon (SK)
April Kalyniuk	MB Children's Alliance Action Committee / Manitoba Child Care Association
Beverly Kirby	Community Education Network (NF)
Carol Matusicky	BC Council for Families
Doug McGiffin	Manitoba Association of School Trustees
Sara Middleton	YWCA Edmonton (AB)
Elaine Owlijoot	Early Childhood Project, Nunavut Department of Education
Rob Paterson	Child Alliance Inc. (PEI)
Strini Reddy	Manitoba ECD Committee
Ann Robertson	CHANCES Family Resource Centre (PEI)

David Sax	Regina Area Early Child Network / Catholic Family Services (SK)
Dwaine Souveny	Children's Services Centre (Red Deer, AB)
Irene Szabla	Child Development Centre (Whitehorse, YT)
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