

Regional Wage Scales for RECEs

Working in Regulated Childcare in Ontario

A Discussion Paper

Introduction

In 2007, The Ontario Expert Panel on Quality and Human Resources¹, chaired by Dr. Donna Lero recommended the establishment of provincial guidelines for wages, benefits and working conditions for early learning and care programs and immediate increases in funding to enable these programs to implement substantial wage and benefit increases (p. 56 -57). The Expert Panel further recommended that municipalities should establish wage scales and benefits for childcare programs and practitioners in their jurisdictions, as well as expectations for working conditions. According to the Expert Panel, municipal wage scales and expectations should: (p. 57)

- be commensurate with practitioners' education, experience and responsibilities
- be comparable to those paid to other professionals with similar education and experience
- be consistent with provincial guidelines
- be based on wages and benefits currently paid by municipal programs and in other unionized environments (i.e., use municipal wage scales as a benchmark)
- reflect the principles of pay equity and avoid gender discrimination
- include provisions for a registered pension plan
- set out the conditions that support quality, including time for program planning, paid professional development and working hours.

More than 10 years later, these recommendations remain unrealized. Instead the latest data from the *2013 You Bet We Still Care!*² report actually showed a 2.7% decrease in wages between 1998 and 2012 (after adjusting for inflation) for ECEs and other staff working in regulated childcare centres in Ontario. And while, as a result of the advocacy efforts of the Equal Pay Coalition, the current government is committed to closing the gender wage gap in Ontario the question remains as to how the ECE workforce's struggle for equitable compensation will be addressed.

In this paper the AECEO proposes a solution for discussion in the ECEC sector: the establishment of regional wages scales for Registered ECEs working in regulated childcare in Ontario.

The AECEO as the professional association for Ontario has successfully supported the growth and advancement of the ECE profession for the past 65 years. In reflecting on this work, including the establishment of the College of Early Childhood Educators, the role of ECEs in Ontario's full-day kindergarten program and the growing infrastructure and support for on-going professional learning, the AECEO board determined that professional compensation for RECEs is the missing link to full recognition and realization of the ECE profession. It became apparent, therefore, that the AECEO has a responsibility to dedicate substantial efforts to a campaign committed to finding a solution to this decades-old problem. The AECEO has received considerable support for its *Professional Pay for Professional Work*

¹ <http://www.childcarecanada.org/documents/research-policy-practice/12/03/investing-quality-policies-practitioners-policies-and-paren>

² http://www.ccsccssge.ca/sites/default/files/uploads/Projects-Pubs-Docs/EN%20Pub%20Chart/YouBetSurveyReport_Final.pdf

Campaign. In this next phase of the campaign, the AECEO seeks to work with government, other ECEC organizations, childcare programs, and individual early childhood educators to establish appropriate benchmark wage scales for Ontario's RECEs working within the regulated childcare sector.

Four important principles underlie the AECEO's work on proposed regional wage scales.

1. The cost of increased wages will not be downloaded to parents

The proposed wage scales which would lead to increased wages should not be managed by increasing parent fees. **The AECEO advocates for increased public funding for municipal and non-profit childcare programs.** The establishment of regional wage scales will provide a clear analysis of the "funding gap" between the cost of professional wages for early childhood educators and staff in childcare programs and actual program funding. Regional wage scales will serve as a benchmark for programs but will not be mandatory without the appropriate public funding.

2. A comprehensive human resources strategy for the Ontario ECEC sector is required

Regional wage scales for registered ECEs working in regulated childcare is one part of a much-needed comprehensive human resources strategy for the Ontario ECEC sector. The AECEO³ has put forward recommendations for a coordinated human resources strategy with well-articulated short, mid and long term goals that include appropriate compensation, pensions, and good working conditions. The implementation of a human resources strategy as part of a modernized childcare system will attract and retain trained and committed professionals and significantly improve program quality.

3. Wage scales must recognize professionally prepared and educated staff in regulated childcare.

Decades of research have identified that professionally prepared and educated educators are key to enhancing and sustaining quality across the regulated childcare system. The AECEO recognizes that registered early childhood educators must demonstrate a professional commitment to upholding CECE Code of Ethics and Standards of Practice as well as engaging in expected continuous professional learning.

4. Principle of pay equity for the childcare workforce must be maintained

Regulations governing childcare programs only require a limited amount of staff to have an ECE credential and as a result many staff do not have the credentials that qualify them for registration with the College of Early Childhood Educators. We know that many of these staff have identical roles and responsibilities as RECEs in their programs and/or are working side by side with RECEs in team teaching models that include equal responsibilities for program planning and implementation and equal compensation. Ideally, there will be a shift towards increased requirements for educated staff through regulation over the long term (and access to training for those already working in these positions); however, we must ensure that we maintain the principles of pay equity in the short term by honouring the principle of equal pay for work of equal value. This discussion will therefore have to explore how accountability and responsibility through registration with the college is recognized and compensated in the context of current regulatory requirements and the variety of unique positions, working models and job descriptions throughout the regulated childcare sector.

³ http://www.aeceo.ca/response_to_modernizing_childcare_discussion_paper

Reasons for establishing wage scales

Regional wage scales will promote a standardized wage rate across settings and ensure that RECEs with equivalent education and work responsibilities are paid a similar rate of pay no matter where they work. These factors are critical for addressing the inherent inequities that occur when childcare is delivered through a market based system that causes a wide variation in wages and working conditions. A standardized wage rate would further contribute to higher stability and more consistent quality across childcare programs.

Regional wage scales provide logical salary structures and targets for boards of directors and childcare centres. ECEs can be encouraged to ask their board of directors to implement the scale or if not affordable now to set out goals for implementation. Unions can evaluate use of regional wages scales for collective bargaining on behalf of RECEs in a variety of settings. In job postings, childcare programs can market their use of a regional wage scale and enhance their recruitment tools. Finally, the childcare sector can use the regional wage scales to lobby government for more funding, particularly as more data is gathered about the gap between what ECEs earn and what they should earn. Regional wage scales are, therefore, a key solution to the compensation, recruitment and retention problems in the childcare sector.

Provincial associations in Manitoba, Prince Edward Island, Nova Scotia, and British Columbia, have developed provincial salary scales or guidelines that have served as useful tools to facilitate discussion and advocacy with governments. The Manitoba Child Care Association’s (MCCA) Market Competitive Wage Scale⁴ is the most widely used and highly developed voluntary scale. MCCA’s wage scale has been highly influential as a benchmark for both individual providers and the government. In 2010 PEI mandated the use of a wage grid for ECEs in publically funded Early Years Centres (along with maximum parent fees), eliminating wage enhancement funding through operating grants. An evaluation of PEI’s Preschool Excellence Initiative⁵ found that, “the introduction of a wage grid for educators working in Early Years Centres appears to have been the most significant early impact among survey respondents to the launch of the Preschool Excellence Initiative, followed by staff morale” (pg. 22).

What we know about wages in the regulated childcare sector

Data on the ECEC workforce and wages is quite limited and there is no program to collect and analyze this data on an on-going basis. While the state of data on the ECEC workforce has never been stable, on-going cuts to research and advocacy organizations and the closure of the national Child Care Human Resources Sector Council have further limited capacity to collect and analyze this data⁶.

There are three sources for current wage data: from the 2012 *You bet we still care!* Study (Tables 1 and 2), the province’s *Licensed Child Care Questionnaire 2012*⁷ (Table 3) and data collected by the Canadian Union of Public Employees (CUPE) about wage rates paid in municipal childcare programs across the province (Table 4).

Table 1 You Bet We Still Care (YBWSC) Average Median Wage in Ontario

You Bet We Still Care (2012)	\$17.29/hr (median)
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⁴ <http://mccahouse.org/child-care-workforce/>

⁵ <http://www.gov.pe.ca/photos/original/FirstYearImplem.pdf>

⁶ http://www.movingchildcareforward.ca/images/policybriefs/MCCF_canadas_childcare_workforce.pdf

⁷ <https://www.edu.gov.on.ca/childcare/ChildCareQuestion.pdf>

Table 2 Breakdown of Median Hourly Wages (MHW) for Ontario from YBWSC 2012⁸

Ontario MHW (n=947)	\$17.55
MHW for staff in urban postal codes	\$18.35
MHW for staff in rural postal codes	\$15.92
MHW for staff in unidentified areas	\$17.24
MHW for staff in unionized centres	\$23.18
MHW for staff without union	\$16.00

Table 3 Ontario Government Licensed Child Care Questionnaire (2012)

Lowest range median	\$15.67/hr
Highest range median	\$19.19/hr
Estimated average ⁹	\$17.47/hr

Table 4 Sample of Minimum and Maximum Hourly Wage for RECEs in Municipal Childcare Programs (represented by CUPE)¹⁰

Employer Name/Municipality	Job Title	Min Rate	Max Rate
CORPORATION OF THE CITY OF SAULT STE. MARIE	DAY CARE TEACHER	\$27.20	\$29.24
CITY OF TORONTO	EARLY CHILDHOOD EDUCATOR 1	\$33.10	\$36.26
CITY OF TORONTO	EARLY CHILDHOOD EDUCATOR 2	\$29.73	\$32.60
THE CORPORATION OF THE CITY OF PETERBOROUGH	EARLY CHILDHOOD EDUCATOR	\$28.32	\$29.89
CITY OF OTTAWA	CHILD CARE TEACHER I	\$29.70	\$29.70
CITY OF OTTAWA	CHILD CARE TEACHER II	\$31.02	\$31.02
THE CORPORATION OF THE CITY OF WINDSOR	EARLY CHILDHOOD EDUCATOR	\$25.25	\$29.67
THE CORPORATION OF THE CITY OF WINDSOR	SUPPLY EARLY CHILDHOOD EDUCATOR (PT)	\$24.36	\$28.66
REGIONAL MUNICIPALITY OF WATERLOO	CHILDCARE TEACHER	\$30.94	\$35.16
THE CORPORATION OF THE COUNTY OF LAMBTON	DAYCARE TEACHER	\$28.82	\$34.92
CITY OF GREATER SUDBURY	EARLY CHILDHOOD EDUCATOR	\$26.26	\$32.62

⁸ Varmuza, P. (2013, May). *Low wages- the price of caring?* Presented at AECEO Annual General Meeting, Toronto, ON.

⁹ Varmuza, P. (2013, May). *Low wages- the price of caring?* Presented at AECEO Annual General Meeting, Toronto, ON.

¹⁰ See *Appendix A* for more minimum and maximum hourly rates in municipal childcare across Ontario

The low wages represented in tables 1, 2 and 3 reflect the on-going challenge for professional wages in the regulated childcare sector and indicate that program staff continue to subsidize the childcare system with their low wages. Parent fees, the main source of revenue for most childcare programs, have reached maximum levels¹¹ and cannot cover the true cost of professional wages, resulting in a continuous pressure to minimize wage increases. This reality perpetuates constant stressors within programs as operators/boards of directors are unable to pay professional wages despite knowing that their employees deserve more and that increased wages would be key to addressing on-going recruitment and retention issues. RECEs' ability to demand higher wages is also compromised by the realization that their wage increase is tied to fee increases for the families they care for.

Table 4 highlights the minimum and maximum hourly wages for RECEs working in municipal (public) childcare programs across Ontario. Union representation and pay equity have increased and maintained wages in publically operated childcare. Wages in the public sector serve as a useful comparator for wages in the private sector (non-profit and for-profit). Under the Ontario *Pay Equity Act*, pay equity in childcare was addressed using the 'proxy method' which resulted in ECEs employed in municipal childcare centres being used as comparators for ECEs working in childcare centres in the private sector. Because of a lack of enforcement of pay equity legislation, the reality is that for many in the proxy sector such as childcare, the gap between them and their comparators (in municipal childcare) has grown significantly. The average maximum hourly wage in municipal childcare programs of \$29.50 (see Appendix A) is substantially higher than the average maximum reflected in the other available wage data.

It is important to note that the percentage of municipal spaces has been steadily shrinking in Ontario with a substantial number of closures in the past few years. Ferns & Friendly (2014)¹² reported that "municipal [in Ontario] spaces are down from 18,143 spaces or 11% of total centre spaces in 1998 to 7,192 spaces or 2.6% of total centre spaces in 2012" (p. 16). The closure of municipal childcare centres and the concurrent loss of higher paid ECE jobs may have a negative or downward pressure on the wages in the community-based childcare sector.

Addressing wages in regulated childcare

There has been a history of piecemeal solutions in the form of direct operating grants and wage subsidies for addressing the disparity between staff wages and parent fees in regulated childcare. The recent \$1 wage enhancement grant for staff (there is no distinction made between RECEs and other staff such as assistants in programs) in regulated childcare settings is the latest initiative to address chronic low wages. All eligible positions within a program that are paid less than \$26.27/hour are eligible for a \$1 an hour increase through the wage enhancement.

As with previous initiatives, this new grant does not ensure a fair and consistent salary increase for all ECEs. The grant is optional for employers and only applies to the position within the program, not to the person receiving the wages. There is no recognition of levels of training, years of experience or service, or existing benefits and pensions. The grant involves complicated administration and once again leaves voluntary boards of directors (employers) on the hook to absorb the associated costs of administering and making up where the grant falls short (i.e. sick leave and staff who don't qualify). Unlike past wage enhancements, for-profit programs are also eligible for the wage enhancement funding which raises concerns about the use of these funds to increase profits.

¹¹ https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office/2014/11/Parent_Traps.pdf

¹² <http://childcarecanada.org/sites/default/files/StateofECEC2012.pdf>

Furthermore, the separate reporting and administration for the wage enhancement grant undermines the recent modernization of funding for regulated childcare which involved consolidating the old wage grants and a number of other streams of funding into one general operating category. These changes have integrated the 'old' wage subsidy funding into a larger envelope of general operating funding. It is unclear what type of impact these changes may have on centre budgets. Taking any funding from centres that have relied on it for decades will be very difficult in the community based sector which is already struggling as they transition to delivering the extended day of full-day kindergarten and expand services to younger children at a much higher cost.

There are great concerns and frustrations with the new wage grants; however the establishment of the grant itself explicitly acknowledges that there is an ongoing issue that requires public policy and funding. The province has also indicated that they will be collecting wage data for 2015 through the next iteration of the Licensed Child Care Questionnaire and an additional \$1 an hour (for those under the cap) has been promised through the new wage enhancement grant in 2016.

These current developments indicate a significant opportunity to further the discussion around professional pay for professional work in the regulated childcare sector and push for long-term systemic solutions.

What we know about wages for RECEs in full-day kindergarten

The establishment of full-day kindergarten (FDK) for all 4 and 5 year olds in Ontario and the concurrent creation of the Designated Early Childhood Educator (DECE) position within the program has had a significant impact on the RECE workforce and the ECEC sector as a whole. Working as part of a team with an Ontario Certified Teacher (OCT), DECEs have become employees of public school boards in the play-based, full-[school] day program. It is estimated that approximately 10, 000 ECEs are currently working in the program.

The general perception is that DECE jobs in school boards are coveted positions in the ECEC field. Since the establishment of the program, childcare centres have been struggling to keep staff from leaving for the FDK program. It is understood that one of the main allures of the FDK program for DECEs is the increased wages and childcare operators/boards of directors continually argue that they cannot compete. Supporting documents for the \$1 wage enhancement grant introduced in 2015 explicitly stated as a rationale, "to close the wage gap between RECEs working in the publicly funded education system and those in the regulated childcare sector"¹³. The cap of \$26.27/hour for the wage enhancement funding was based on the suggested top end of hourly pay in the FDK program.

Although average hourly wages are higher in FDK as compared to the regulated childcare sector, there is still significant variation in wages across school boards and different union contracts. As well, annual salaries may actually be lower due to working fewer hours per day and months per year in the FDK program as compared to the regulated childcare sector. As employees of the public education system, all DECEs were required to join a union. Gananathan's (2015)¹⁴ research compared three union contracts with respect to wages in FDK. Wage information from the CUPE contract was not available. However, it is well known that some DECEs unionized with CUPE are earning above \$30 per hour. The OSSTF contract included an "agreement for the [school] board to post at a starting salary of \$19.48, although there was no agreement on the salary schedule". The ETFO contract included "experience credit for 4 qualified years prior to date of hire including from prior employers" with the following grid range (Table 5):

¹³ http://faab.edu.gov.on.ca/Memos/CC2015/EYCC3_EN.pdf

¹⁴ Gananathan, R. (2015). Negotiating Status: The impact of union contracts on the professional role of RECEs in Ontario's full-day kindergarten programs. *Canadian Children*, 40(1), pp. 20-35.

Table 5 Wage grid for DECEs in Full-day Kindergarten unionized with Elementary Teachers Federation of Ontario (ETFO)

Letter of permission	\$18.54
Qualified 0 yrs. Experience	\$20.09
Qualified 1 yr.	\$21.63
Qualified 2 yrs.	\$23.18
Qualified 3 yrs.	\$24.72
Qualified 4 yrs.	\$26.27

The Schools at the Centre study¹⁵ examined the wages and working conditions for DECEs and their perceptions about their roles and responsibilities in the program in four Ontario school boards. The study found that “RECEs view union membership positively and feel that belonging to a union has enhanced their professional status” (p. 24). The majority of respondents saw an increase in benefits, however, the report identified that in two of the school boards “wages largely stayed the same, although a significant minority saw a wage decrease” (p. 21). The authors concluded that, “many RECEs held longstanding jobs and even supervisory positions before coming to work for the school boards...In addition, RECEs working for school boards may be working fewer hours and many do not have year-round employment as they did in child care” (p. 21-22).

The above findings indicate that we need to consider annual salaries when comparing wages in FDK and regulated childcare. Wages and working conditions for DECEs working in full-day kindergarten will continue to improve as a result of union membership and collective bargaining. Further research and analysis is needed to monitor wages in the FDK program and how they compare to wages in the regulated childcare sector.

The AECEO’s development of regional wage scales

In the development of the AECEO’s proposed regional wage scales the board of directors considered many questions such as:

- What are the advantages/disadvantages of creating a provincial wage scale vs. regional wage scales?
- In determining regional scales, what should be considered? Cost of living, or are there other factors (i.e. wages in that region)?
- What comparators, if any, will be used to determine salary amounts?
- How many job categories will be included in the scale? Will training, CECE registration, years of experience, and continuous professional learning be recognized in the scales?
- How should hourly wages and/or annual minimums be considered?
- How will specific regions be chosen?

In considering regional wage scales for Ontario registered ECEs working in regulated childcare, the AECEO identified a number of items that will influence or need to be considered in this process:

¹⁵ http://www.oise.utoronto.ca/atkinson/About_Us/What_We_Do/Schools_at_the_Centre_Study/

1. In Ontario the College of ECE's code of ethics and standards of practice sets out roles and responsibilities that all RECEs are accountable to meet. "The standards articulate the knowledge, skills and ethical values that are inherent to the work of an early childhood educator" (p.6). Manitoba's scale was developed after an analysis of the knowledge, skills, and abilities necessary to successfully perform the requirements of the job descriptions in their Human Resource Management Guide for Early Learning and Child Care Programs. The presence of the regulatory body in Ontario that all RECEs are accountable to necessitates that we base regional wage scales on the requirements set out by this body in conjunction with job responsibilities and training requirements relevant to particular programs.
2. Wages and benefits currently paid by municipal programs and in other unionized environments could potentially serve as a benchmark. Historically, wages and benefits paid in municipal childcare programs have been held up as something to aspire to in the private sector as well as being used as the formal comparator in the proxy pay equity process that was applied in the private community based childcare sector. As employers, municipal governments have very well developed job evaluation processes and tools so that the wages paid to municipal childcare employees are rooted in sound human resource knowledge and practice.
3. The government's wage enhancement cap indicates, in theory, that the government believes any RECE (and other staff) earning below \$26.27/hour deserves a raise. If we were to say that \$26.27 should be considered a minimum hourly wage, based on a 40 hour work week and 52 week work year, the annual salary would be \$54,641. This is a significant increase compared to the current average hourly rate of \$17.29 which would translate into \$35,963 annually. However, it is important to note that even with a \$2.00 wage enhancement over two years there is significant variation in RECEs' salaries so that many even with a \$2.00 wage enhancement will fall below the \$26.27 cap. As well, many RECEs working in FDK are earning higher hourly wages.

Based on these considerations, the AECEO proposes a framework for developing wage scales for RECEs working in regulated childcare in Ontario.

A proposed framework for regional wage scales

The following framework is proposed to guide the development of regional wage scales. This framework draws heavily on the points that were identified by the Ontario Expert Panel on Quality in Human Resources in 2007 and the items identified above.

Wage scales are regional

AECEO Board of Directors members were in agreement that, unlike in Manitoba and PEI, a wage scale for RECEs in childcare programs needs to be regionally based. This is because of the critical role that municipal service managers (CMSMs and DSSABs) play in delivering regulated childcare in this province and the intense variation of factors across regions, including the costs of living, the types of regulated childcare that are available, and the characteristics of the workforce. As suggested by the Ontario Expert Panel on Quality and Human Resources, we propose that there be provincial guidelines for wages, benefits and working conditions to support the development of regional wage scales. Furthermore, "the funding required to increase wages and benefits should be a provincial investment, and not passed on to municipalities or child care operators" (p.57). Provincial guidelines would include a minimum hourly wage and outline other minimum requirements to be established across regions.

Regional wage scales are to be developed in phases

Regional wage scales will be developed in phases to allow for ample consultation and careful consideration of all the necessary components. This discussion paper is part one in which the AECEO seeks to generate sufficient interest in the topic from both the community and government. In this phase we hope to achieve consensus on the underlying principles and framework for the development of regional wage scales. As well, we expect to identify some critical details for moving forward including non-negotiable provincial guidelines and a provincial minimum wage for RECEs. This minimum will be based on further research and sector feedback in this phase and will be used as a benchmark in the second phase of this initiative.

The second phase would also include the development of sample grids for RECEs in specific regions. It is our intention to identify partners from the sector, government and specific areas of expertise such as HR consultants to move forward with this work.

The third phase would look at refining the grids developed in phase two and expanding them to include all positions in regulated childcare. This phase could include expanding the regional wage scales to other related RECE positions (i.e. OEYCs).

Regional wage scales reflect that early childhood educators are professionals registered with the College of Early Childhood Educators and are responsible for continuous professional learning

Based on the CECE's Standards of Practice, Code of Ethics and Continuous Professional Learning documents we have adequate information to determine the roles and responsibilities that need to be considered in determining professional compensation for all RECEs. These need to be compared to other professionals with similar education, experience and requirements to determine a minimum wage for RECEs.

Regional wage scales reflect levels of education, years of experience and additional qualifications

Levels of education, years of experience and additional qualification need to be acknowledged through regional wage scales in order to recruit and retain RECEs. Regional wage scales should provide incentives and rewards for RECEs to enter and stay in their roles in regulated childcare, as well as pursue additional training and education.

Regional wage scales will include sufficient levels to reflect and reward years of experience and must acknowledge levels of training without creating a disincentive for employers to hire degree (or above) trained RECEs.

Regional wage scales address gender pay equity

Pay equity, both in legislation and in principle, plays an important role in addressing low wages in the regulated childcare sector. As an almost entirely female workforce performing often undervalued care work in a market based system, pay equity legislation is a necessary tool for achieving professional compensation. The *Pay Equity Act* was enacted in order to redress systemic sex-based wage discrimination in Ontario workplaces and applied to all public sector employers and all private sector employers with more than ten employees, to all employees of these employers, and to their bargaining agents.

Regional wage scales include provisions for benefits and a registered pension plan

Professional pay for RECEs must include access to benefits and a registered pension plan. These items will be included in the development of regional wage scales.

Next steps

This paper is designed for discussion and consultation with the childcare community, the broader ECEC sector and governments. The AECEO invites all interested stakeholders to get involved in promoting and nurturing this discussion and consultation. We are committed to taking a leadership role in facilitating this work. The AECEO will also be seeking additional materials to move into the second phase of this process. Identifying additional data on wages and working conditions and changes to regional funding amounts and programs will be necessary. As well, we will be seeking out the expertise necessary to develop the wage scales in the second phase.

This paper is a public document and can be reprinted and used within your work settings and communities. We encourage you to share this document with your colleagues, employers, community leaders, and political representatives. Our goal in the mid-term is to facilitate in-person conversations around this document. In the short-term we invite you to post your thoughts and questions on the AECEO website (www.aeceo.ca) and encourage others to do the same. We need to hear how regional wage scales would impact you. Who needs to be involved in making this a reality? What other tools do you need to participate in this conversation? What opportunities and challenges do you foresee in this process?

APPENDIX A

Minimum and Maximum Hourly Wage for RECEs in Municipal Childcare Programs (represented by CUPE)

Employer Name/Municipality	Job Title	Min Rate	Max Rate
CORPORATION OF THE CITY OF SAULT STE. MARIE	DAY CARE TEACHER	\$27.20	\$29.24
THE CORPORATION OF THE TOWN OF COCHRANE	TEACHERS CHILD CARE CENTRE	\$25.06	\$26.25
CITY OF TORONTO	EARLY CHILDHOOD EDUCATOR 1	\$33.10	\$36.26
CITY OF TORONTO	EARLY CHILDHOOD EDUCATOR 2	\$29.73	\$32.60
THE CORPORATION OF THE CITY OF THUNDER BAY	EARLY CHILDHOOD EDUCATOR I	\$22.59	\$27.65
THE CORPORATION OF THE CITY OF THUNDER BAY	EARLY CHILDHOOD EDUCATOR II	\$23.99	\$29.37
THE CORPORATION OF THE CITY OF THUNDER BAY	EARLY CHILDHOOD EDUCATOR III	\$25.80	\$31.60
THUNDER BAY CIVIC EMPLOYEES	CHILD CARE WORKER	\$26.19	\$32.07
THE CORPORATION OF THE CITY OF KINGSTON	DAY CARE TEACHER	\$22.31	\$27.40
THE CORPORATION OF THE CITY OF PETERBOROUGH	EARLY CHILDHOOD EDUCATOR	\$28.32	\$29.89
TOWN OF PICKERING	CHILD CARE WORKER SHIFT LEADER	\$24.77	\$27.52
CORPORATION OF THE CITY OF ELLIOT LAKE	EARLY CHILDHOOD EDUCATOR I	\$25.34	\$25.34
CORPORATION OF THE CITY OF ELLIOT LAKE	EARLY CHILDHOOD EDUCATOR II	\$24.16	\$24.16
CORPORATION OF THE CITY OF ELLIOT LAKE	EARLY CHILDHOOD EDUCATOR III	\$23.68	\$23.68
CORPORATION OF THE CITY OF ELLIOT LAKE	EARLY CHILDHOOD EDUCATOR IV	\$22.98	\$22.98
CITY OF BRANTFORD - City Hall Unit	EARLY CHILDHOOD EDUCATOR	\$24.45	\$27.16
CITY OF OTTAWA	CHILD CARE TEACHER I	\$29.70	\$29.70

CITY OF OTTAWA	CHILD CARE TEACHER II	\$31.02	\$31.02
THE CORPORATION OF THE CITY OF WINDSOR	EARLY CHILDHOOD EDUCATOR	\$25.25	\$29.67
THE CORPORATION OF THE CITY OF WINDSOR	SUPPLY EARLY CHILDHOOD EDUCATOR (PT)	\$24.36	\$28.66
REG MUNICIPALITY OF NIAGARA	EARLY CHILDHOOD EDUCATOR	\$28.00	\$29.09
CORPORATION OF THE CITY OF STRATFORD	CHILDCARE WORKER	\$30.57	\$31.14
CORPORATION OF THE CITY OF STRATFORD	DAY CARE TEACHER	\$30.57	\$31.19
REGIONAL MUNICIPALITY OF DURHAM (Inside)	EARLY CHILDHOOD EDUCATOR	\$36.58	\$38.51
REGIONAL MUNICIPALITY OF WATERLOO	CHILDCARE TEACHER	\$30.94	\$35.16
THE CORPORATION OF THE MUNICIPALITY OF SIOUX LOOKOUT	EARLY CHILDHOOD EDUCATOR	\$27.78	\$27.78
THE CORPORATION OF THE MUNICIPALITY OF SIOUX LOOKOUT	EARLY CHILDHOOD EDUCATOR - IN TRAINING	\$26.23	\$26.23
THE CORPORATION OF THE MUNICIPALITY OF SIOUX LOOKOUT	OTHERWISE APPROVED ECE	\$24.69	\$24.69
UNITED COUNTIES OF PRESCOTT AND RUSSELL	ÉDUCATEUR(TRICE) EN PETITE ENFANCE	\$26.44	\$33.84
THE CORPORATION OF THE COUNTY OF LAMBTON	DAYCARE TEACHER	\$28.82	\$34.92
MUNICIPALITY OF GREENSTONE	EARLY CHILDHOOD EDUCATOR TEACHER	\$25.83	\$28.05
MUNICIPALITY OF GREENSTONE	INTEGRATED TEACHER	\$27.21	\$29.47
THE CORPORATION OF THE CITY OF CORNWALL	DAY CARE TEACHER	\$26.85	\$28.04
CITY OF GREATER SUDBURY	EARLY CHILDHOOD EDUCATOR	\$26.26	\$32.62
Total average		\$26.96	\$29.50