

**Ministry of Education  
Early Years and Child Care  
Division**

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**Ministère de l'Éducation  
Division de la petite enfance et  
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September 12, 2017

Dear Early Years Partners,

On June 6 we were excited to share with you *Ontario's Renewed Early Years and Child Care Policy Framework (2017)*, which contains a ground-breaking set of initiatives to help build an accessible, affordable, and high quality early years and child care system that is responsive to the needs of children aged 0-12 and their families.

One of the key areas of action identified as part of this framework is the establishment of an early years and child care workforce strategy that will identify ways to improve hiring, retention, recruitment, recognition and professional development.

Today I am pleased to announce that R.A. Malatest & Associates Ltd. will be leading a workforce study to inform the workforce strategy.

Malatest is one of Canada's largest, independently owned and operated research firms specializing in labour market research and program evaluation. Malatest brings considerable experience in workforce research, including research in the early years and child care sector in Ontario and across Canada.

Malatest's expertise will be valuable to the work of the ministry and will help us achieve our objective of a high-quality early childhood workforce in Ontario.

Malatest's study will complement, inform and coordinate with work currently being undertaken by the province's Workforce Strategy Technical Advisory Group. Malatest and the Advisory Group will both provide focused advice to the government in the development of the strategy. I am excited for the work ahead and our continued partnership with you.

A handwritten signature in black ink that reads "S Fuller".

Shannon Fuller  
Assistant Deputy Minister  
Early Years and Child Care Division