



An Eye on Early Learning and Child Care in Manitoba

October 2005

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Manitoba's Five-Year Plan for Early Learning and Child Care Moving Forward

Manitoba continues to make strides in building and enhancing quality early learning and child care throughout the province. As most of you know, Manitoba signed *Moving Forward on Early Learning and Child Care* - an Agreement in Principle with the federal government on April 29, 2005. The agreement sets out a long-term vision, principles and goals for early learning and child care in Manitoba. Related to the agreement, Manitoba is to receive about \$176 million in new federal funds over the next five years for child care.

As we know, the foundation of a quality early learning and child care system relies on qualified, dedicated child care professionals and the provincial government is investing this funding directly in the early learning and child care workforce.

To retain and recruit trained early childhood educators (ECEs), the provincial government announced increases to the unit funding model to ensure boards of directors have sufficient revenue to support ECE salaries of between \$27,000 and \$30,000. Since April 2005, there has been a **nine per cent increase** in unit funding for centres. You may recall, the unit funding amount is based on the total cost of providing one unit of care to four infants, eight preschooler or 15 school age children. Family child care providers have also received increases in funding to raise their incomes.

Early learning and child care research shows a strong link between staff qualifications and positive child development for young children in all types of child care settings. It is important for child care providers to keep developing professionally through specialized training in early childhood development.

To support this professional development, Manitoba Family Services and Housing has several training initiatives:

- tuition support of up to \$4,000 is available to first-year ECE students enrolled in approved full day, daytime college programs for the 2005/2006 academic year



Prime Minister Paul Martin, Social Development Minister Ken Dryden, Family Services and Housing Minister Christine Melnick and Premier Gary Doer at the April 29 signing ceremony

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Competency Based Assessment Updates

The Qualifications Section of Manitoba Child Care Program provides several competency based/prior learning assessment programs for people who work in licensed child care facilities across the province.

The competency based program provides alternative qualifications for people who don't have access to formal post-secondary education. Those wanting to use this alternative must show they are competent in early childhood education. Applicants take the initiative to prove, through various methods, that they are able to meet provincial requirements for early childhood education. Those who successfully complete this self-directed learning process can achieve early childhood educator (ECE) II certification.

Participants in all forms of competency based programs qualify for their ECE II certification at a rate of approximately 45 per year.

The process for qualifying child care educators and providers has evolved over the past several years. Some programs incorporate prior learning assessment and other processes. The Qualifications Section can provide information on programs that accommodate a variety of situations including:



- people with post-secondary credentials from foreign countries
- people who were classified as ECE IIs before October 1991
- people with substantial experience in child care who have completed non-Child Care Education Program Approval Committee accredited programs
- people with international early childhood education qualifications
- family child care providers with several years of experience

For details on the available programs, application requirements and procedures, contact a qualifications co-ordinator at 945-6730 in Winnipeg; or toll free at 1-888-213-4754.

Five-Year Plan Moving Forward

(Continued from page 1)

- a Staff Replacement Grant to pay for substitute workers for employees taking workplace training, so that the child care assistants can be paid a full-time salary while going to school
- the annual training grant of \$250 for approved training for **all** child care assistants in centres and family child care providers who are trained or untrained and to help them complete a mandatory 40 hours of training
- an additional \$1.4 million over two years to all four provincial colleges for expanding the number of college seats for training early childhood education students in Manitoba

Another important component of workforce stabilization and development is the Recruitment Fund. It will provide up to \$3,000 to trained ECEs who return to work in the licensed child care system after being away for a minimum of two years. To qualify, ECEs must sign a two-year employment contract at an approved centre with a shortage of trained staff. These centres are located in areas such as rural and Northern Manitoba, where it has been difficult to recruit trained staff.

The provincial government has committed to spending all new federal funds on child care to strengthen Manitoba's early learning and child care system. Over the next five years, other priorities will include maintaining existing non-profit centres, enhancing quality and improving affordability and accessibility of child care.

Additional announcements about new investments in our other priority areas will be made later this year. For more information on these initiatives visit the Manitoba Child Care Program's website at:

www.manitoba.ca/fs/childcare/moving_forward.html



Regional Updates

William Grindell is the new community social services supervisor for the St. Boniface/St. Vital Community Winnipeg area, effective July 25, 2005. He supervises child care co-ordinators: Laurey Craig, Ilene Marchenko and Gale Simpson and can be reached at 948-4062 in Winnipeg.

Upcoming Events

Child care co-ordinators offer orientation sessions in Room 102 at 114 Garry Street in Winnipeg. Here is the 2005/2006 schedule:

Family Child Care 1 – October 20, November 17, December 15, 2005 and January 19, February 16, March 16, April 20, May 18, June 15, 2006 from 1:30 p.m. to 3:30 p.m.

Family Child Care 2 – October 6, November 3, December 1, 2005 and January 5, February 2, March 2, April 6, May 4, June 1, 2006 from 1:30 p.m. to 3:30 p.m.

Child Care Centre – October 13, December 8, 2005 and February 9, April 13, June 8, 2006 from 1:30 p.m. to 3:30 p.m.

Board of Directors – October 13, December 8, 2005 and February 9, April 13, June 8, 2006 from 7:00 p.m. to 9:00 p.m.

To register or get more information: Child Care Information Services at 945-0776 in Winnipeg or 1-888-213-4754.

Children with disabilities orientation sessions are provided by child care co-ordinators in their own areas. Contact your local child care co-ordinator for information.

Tips on how to recruit and keep skilled employees

Promote training opportunities for child care assistants (CCA) by:

- encouraging and supporting workplace training; distance education or competency-based assessment (CBA) and CBA/prior learning assessment training
- encouraging and supporting workplace training by applying for replacement grants so your CCAs can continue to receive a full salary while taking college training
- encouraging and supporting CCAs who are taking approved ECE courses by applying, on their behalf, for the annual \$250 training grant

Create an attractive, comfortable workplace by:

- providing each new employee with a complete orientation package
- meeting your employees' needs with regular breaks, a pleasant staff room, personal storage and adult furniture in the children's play area

Promote pride and professionalism by:

- paying employees according to the recommended salary scale established by the Manitoba Child Care Association (MCCA) and establishing benefits for the employees
- sharing new research, policies and changes with employees
- promoting positive staff self-esteem and encouraging humour and fun on the job
- displaying a written code of ethics

Promote early childhood education as a rewarding, stimulating career by:

- taking part in junior and senior high school career fairs
- speaking to community groups about your profession
- demonstrating pride and professionalism on a day to day basis
- sharing information about salary levels of \$27,000 to \$30,000 for trained ECEs upon graduation



For more ideas, talk to your child care co-ordinator or visit Child Care Online at:

www.manitoba.ca/childcare



Child Care for Children with Disabilities

The provincial government is continuing to enhance the quality of service it provides to children with disabilities and their families. Manitoba Family Services and Housing has now integrated service delivery within the department to make its services more comprehensive and efficient.

Program funding and administration for eligible child care centres and family child care homes serving children with disabilities now rests with Children's Programs, Adult and Children's Programs Branch under the Services for Persons with Disabilities Division.

The branch is responsible for planning, developing and maintaining the overall direction and management of programs and resources that support and enhance the quality of life of children and adults with physical and developmental disabilities living in the community.

Children's Programs has a representative on the Child Care Regulatory Review Committee. Children's Programs is committed to providing policy and program development that supports the ability of families to care for their children who have physical and/or developmental disabilities. Children's Programs includes Children's Special Services, Manitoba Child Care Children with Disabilities Program and Children in Care with Disabilities.

Program Grants

As part of its commitment to continuously improve services to Manitobans with disabilities, the Manitoba Child Care Children with Disabilities Program provides grants to ensure children with disabilities and their families have appropriate child care options.

Over the past fiscal year, 72 centres across the province applied for and received start-up and special grants. Through these grants child care facilities received a variety of improvements, including special equipment, toys, games, books, puzzles, and adaptations to bicycles and toilet seats. As well, some staff received special training related to working with children who have autism spectrum disorder, violent and aggressive behaviour and/or communication challenges.

The Community Child Care Standards Act states the following grants may be provided to eligible licensed child care centres, school-aged child care centres, nursery schools, family and group child care homes that care for children with disabilities.

- **Start-Up Grant** – This is a one-time per child grant that helps provide renovations and special equipment essential for the care of children with disabilities up to a maximum of \$557. It is available to eligible licensed child care centres, school-aged child care centres, nursery schools, family and group child care homes caring for a child with a disability.
- **Specialized Grant** – This grant is for staff training or professional services to help care for children with disabilities. The maximum amount available to licensed child care centres and family and group child care homes is \$1,545 per child, annually. Nursery schools may be eligible to for a maximum of \$775 per child, annually.
- **Supplementary Grant** – This grant may be available for children with disabilities for the number of days recommended in an assessment and in addition to any other subsidy. The daily maximums are \$9.50 for children in eligible child care centres, \$5.60 for children in school age child care centres and \$4.75 for children in nursery schools or family or group child care homes.
- **Staffing Grant** – This grant may be available for each approved period that a child with a disability is enrolled in eligible child care facilities. The amount of most grants is based on the actual cost incurred for extra staffing up to an amount equal to the average salary of the child care staff in the facility. Regularly employed, trained staff may be assigned to work with the children with disabilities and the grant can be used to hire additional staff to meet staff to child ratio requirements.

Application forms for these grants are made available through your local child care coordinator.

Announcements

Some of you will remember Doug Ritchot, who is back with us after an 11 year hiatus. He is acting manager of Finance, Administration and Systems with the Manitoba Child Care Program. Doug will be working with Sigrid Quinn, Dennis Crosson and Dianne Anderson to assess budgets and help program staff with financial issues.



The Manitoba Child Care Program is pleased to announce the completion of the *Best Practices Licensing Manual for Early Learning and Child Care Centres*. Orientation to the manual and distribution will be arranged this fall. We will keep you posted.





Profile: early childhood educator Kelly Patrick

Following high school and a three-month summer stint as a live-in nanny, Kelly Patrick enrolled in Red River College's two-year Early Childhood Education Program. "Being a nanny was a nice way to see a family dynamic and how parents and their children interact on a full day basis."

The work experience really connected Kelly to younger children and changed her mind about becoming an elementary school teacher. Instead, she decided to pursue early childhood education and work with preschool children.

Kelly says her training and immediate employment in a child care centre, gave her a better understanding of how young children work. "There are little things like knowing when they should be ready for certain tasks that help you make sure your expectations are right on key."

Kelly uses this knowledge everyday to create developmentally appropriate and high quality early childhood experiences for the children in her licensed family child care home, which she started 4 1/2 years ago. After the birth of her son, she made a professional decision to become a licensed family child care provider. Often, she says, providers start

family child care homes "with a group of little wee ones who match the ages of your own children... and they grow as your own kids grow."

Now with two children of her own, Kelly continues to provide family child care in their Winnipeg home and plans to run it for another five years. "Then, I might be ready to venture back to working in a centre."



Kelly says she loves working in both centre- and home-based early learning and child care settings. But for now, her family child care is stimulating and rewarding work. She says it's also very personal, because the children and their parents have become part of her family. "All of a sudden," she says, "your family birthday parties include these four or five little children."

Kelly strives for high quality family child care using her skills and knowledge to give all the children everything she wants for her own. Staying connected to others in the child care sector, is important for home-based providers, she says. She stays in touch with some of her colleagues from centre-based care who are now also providing family child care.

"They will come and visit, bringing their little crew and we can all play in the backyard together. It gives me some adult time to discuss and share ideas." She also stays connected to her child care co-ordinator who provides important support.

Kelly believes that "if it's in your heart to do it, everything is going to be good - everything is going to be fine." Her passion and training guide her relationships with the children in her care and their families, no matter what setting she provides early learning and child care in.



It pays to be an ECE:

Funded family child care providers who are classified as ECE IIs or ECE IIIs may charge child care fees equal to centre fees (infant - \$28; preschool - \$18.80; school age - \$9.60 per day). These increased fees acknowledge the ECE training and skills of home-based providers and provides them with higher incomes. If you are a family child care provider and want to pursue an ECE II classification, consider using an annual training grant of \$250 to support your enrolment in an approved ECE or family child care course. Another alternative is to apply for a workplace or competency based assessment training.

Training is the key to quality, so consider your options now. For more information: Child Care Information Services 945-0776 in Winnipeg or toll free at 1-888-213-4754.



The Child Care Regulatory Review Committee - Terms of Reference

In the April issue of this newsletter, you were introduced to the members of the Child Care Regulatory Review Committee, who play an important role in advising the Minister on the child care system's needs and priorities.

Terms of reference for the committee have been developed to clearly define its purpose, guide its work and explain its role and responsibilities to others. Because you, as child care providers, are represented by this committee, you may find its terms of reference useful.

Purpose

- Review and advise on child care regulations to ensure they are relevant to the current needs of families and providers of service.
- Make recommendations regarding current issues that impact on the implementation of regulations.
- Advise on child care operations and procedures.
- Serve as a forum for stakeholders to learn about early childhood care and education, share perspectives and consolidate values and prioritize direction and outcomes.
- Develop a vision for the ongoing growth and development of early childhood care and education in Manitoba.

Members

- The Director of the Child Care Program or designate acts as chair and is responsible for agendas, minutes, notification of meeting dates and the appointment of a spokesperson if requested. The Director will inform the Minister of Family Services and Housing of current issues and membership.
- The Director may invite individuals representing special interests to participate in Committee activities as required.
- The Director will establish and maintain a process for committee recruitment from the following sectors:
 - licensed group child care, including infant, preschool, school age and nursery school
 - licensed Rural Child Care
 - licensed Family Child Care
 - child care co-ordinator (rural and urban)
 - training Institutions
 - Manitoba Child Care Association
 - francophone child care
 - aboriginal child care
 - First Nations child care
 - parents (current user of licensed care)
 - labour
 - other government departments
 - non-government organizations (NGO) with an interest in child care

Roles and Responsibilities

- All members are expected to read minutes, attend meetings, participate in discussion, bring relevant information to the table and respect others' opinions and beliefs in a confidential manner.
- Members will keep recommendations confidential.
- Issues raised by the community may be vetted through the Director of the Child Care Program to be brought to the committee for discussion.
- Members will provide written notice of termination of committee membership to the Director of the Child Care Program.
- Members may be requested to participate in sub-committees, as required.

Voting

- Must be a constituted member of the committee to vote.
- Committee members will vote on policies, procedures and recommendations.
- Each committee member has one vote.
- A majority of committee members in attendance at a meeting will carry the vote.

Reporting

- The committee reports to the Minister of Family Services and Housing through the Director of the Child Care Program.



For more information on the terms of reference or to contact a committee member call the Manitoba Child Care Program at 945-2672 in Winnipeg or toll free at 1-888-213-4754.



News From Healthy Child Manitoba

Triple P - Positive Parenting Program

On March 21, 2005, the Healthy Child Committee of Cabinet (Aboriginal and Northern Affairs; Culture, Heritage and Tourism; Education, Citizenship and Youth; Family Services and Housing; Health; Healthy Living; Justice; Status of Women) announced support of \$1.4 million to implement the Triple P - Positive Parenting Program in Manitoba. Over the next year, Healthy Child Manitoba will be working to implement the program, partnering with community agencies, regional health authorities, child care facilities, family resource centres, school divisions, pediatricians and others. The goal is to have the new program in place by early spring 2006.

Triple P is a world-renowned parenting program that promotes positive, caring relationships between parents and their children and helps parents learn effective ways to deal with a variety of childhood development and behaviour issues. The Triple P approach:

- strengthens parents' knowledge, skills and confidence to better meet the needs of their children
- increases parents' sense of competence in their parenting abilities
- reduces parenting stress

Triple P is designed to increase the effectiveness of the current service delivery system (such as health, social services, early learning and child care staff, education) giving parents access to supports from trained people in their communities, when they need them. A wide range of organization and agency staff will receive Triple P training to increase their skills in this prevention and early intervention approach to supporting parents across Manitoba.

Training will be co-ordinated through the Healthy Child Manitoba office. Information about partnering and training is available through Healthy Child Manitoba at 945-2266 in Winnipeg and 1-888-848-0140 toll free; or visit :

www.manitoba.ca/healthychild/triplep

Families First

"Taking care of our children is the most important, most wonderful and often the most challenging job in our society", says Penny Shore, a member of the International Advisory Council on Parenting, and Manitoba's Healthy Child initiative supports that sentiment.

The provincial government's Families First program is a community-based home visiting program that provides support for vulnerable families with children from birth to kindergarten age and pregnant mothers.

Families First is available across Manitoba through the public health program of regional health authorities. It links and supports services that build on the strengths of other early childhood programs and services in the community.

Families First offers families support through:

- public health nurses visit with all new parents very soon after the birth of their children to discuss their strengths, needs, and challenges
- a home visitor for families needing extra support or referral to other community resources

Families First focuses on increasing parents' ability to provide a nurturing, supportive environment for their children by:

- supporting strong family relationships
- providing information about pregnancy, health, safety and nutrition
- promoting healthy childhood growth, development and learning
- exploring solutions to challenging situations
- connecting families to community resources

Now community partners, such as child care facilities, family resource programs, Child and Family Service agencies, and other community

agencies, may make referrals to the **Families First** program. Referrals can be made through your local public health office.

Do you know a parent of an infant or preschooler who would benefit from additional support? Families First may be available.

For additional program/contact information visit:

www.manitoba.ca/healthychild/familiesfirst





How the Manitoba Child Care Program Handles Complaints

The Manitoba Child Care Program (MCCP) receives a variety of complaints from a variety of sources. Any that involve the health, safety or well-being of children are taken seriously and MCCP follows up on all complaints.

As uncomfortable as a complaint may be, it provides an important opportunity for providers, directors, early childhood educators, board members, child care coordinators and families to work together to solve problems, learn from each other and improve communication. As there are always two sides to a story, the process can help resolve conflicting values and develop ethical decision making skills. Resolving complaints can improve the quality of child care programs while protecting our children.

The complaint process has two main steps:

- The complainant may choose to file a confidential or non-confidential complaint with MCCP. MCCP staff must respect the caller's wish for anonymity and cannot provide it to the facility.
- MCCP staff and your child care co-ordinator (CCC) then clarifies the issues to determine the nature of the complaint, which will dictate the kind of investigation that needs to take place.

There are three different kinds of complaints.

Regulatory

If the issues are a violation of *The Manitoba Community Child Care Standards Act* and/or Manitoba Regulation 62/86, it is a regulatory complaint. Immediate compliance with the act and regulation is necessary and/or a written and approved plan must be put in place to resolve the issue. The issue is discussed with the provider, centre director and/or board member. The issues, discussion, plan and compliance date of the regulation are recorded on a comment sheet and then monitored by the child care coordinator. Providers and directors are encouraged to post the comment sheets for the information of parents and board members. Once the issues have been resolved or clarified, the results are discussed with the complainant. Some complaints may not be substantiated.

Allegations of Abuse

When allegations of child abuse are received, the complainant is required, under *The Child and Family Services Act of Manitoba*, to call Child and Family Services (CFS). MCCP staff ensures the call has been made.

Once CFS has been notified, they may suggest a dual investigation is conducted by CFS, MCCP and CCC staff. When CFS does an investigation, their staff advise MCCP and/or CCC's about their findings. When their investigation is complete, MCCP and CCC may conduct an investigation to ensure compliance with child care regulations. The CCC continues to monitor the situation.

Personnel

When someone complains to MCCP about child care personnel – and there are no safety, health and well being issues concerning children – the complaint process usually follows these steps:

- providing the caller with resources to help address the concerns independently
- redirecting the caller to speak to the centre director
- redirecting the caller to speak to a board member

MCCP staff will ask the complainant if they would like the name and phone number of the board member and will ask permission to call the board member to advise of an incoming call.

Note: The Board of Directors is listed with the Corporations Act and their names and phone numbers are public information.

When MCCP staff investigates a complaint, they often get information which may help the complainant better understand a facility's policies, philosophy and programs. If the complainant is a parent, this information may help determine if the facility meets his/her expectations and if not, the parent may choose to use another facility.

Most complaints can be resolved through this process. Open communication is the most effective tool. Parents appreciate being able to openly discuss their concerns with an individual who is objective and willing to listen. As a result, individuals may become more supportive of your facility and future problems are prevented. It is important for parents to be aware of the process if they want to voice a concern.

MCCP recommends that care providers have a conflict resolution process available in the parent agreement/contract and that they post it in a visible location.

You Suspect Abuse - What do you do?

Early childhood educators are often in a position to note some of the early warning signs of abuse or other protection problems. Yet, sometimes people feel uncertain whether their suspicions that a child might be in need of protection are justified or they fear anger from a suspected individual. However, suspicions **must** be shared with those responsible for investigating complaints.

Some points to remember:

- Early childhood educators/caregivers are required by law to report suspicions that a child might be in need of protection.
- Those who know or suspect that a child might be in need of protection, but do not report it, may be held responsible under The Child and Family Services Act.
- The act protects the identity of anyone reporting a child in need of protection.
- It is not the caregiver/educator's responsibility to prove that a child is in need of protection. It is only to report any suspicions, concerns or information that leads the person reasonably to believe that a child is or might be in need of protection.
- The report must be made to an agency or to a parent/guardian of a child.
- If a caregiver/educator cannot decide whether the report can be made to a parent/guardian directly, it is strongly recommended she/he talk to the appropriate Child and Family Services agency.

The primary responsibility for reporting a child in need of protection rests with the individual who suspects it.

Consultation with others in authority in a child care centre (director, supervisor) and with the child care co-ordinator is strongly advised, but these consultations do not take the place of the reporting requirements under *The Child and Family Services Act*.

For more information on this topic, go to the Child Care Online Website on the Publications and Information Page under For Child Care Providers to find the *Child Protection and Child Abuse Manual - A Protocol for Early Childhood Educators*. For those people without access to the Internet, please contact your local Child Care Coordinator to receive this information.

If you suspect abuse, please call the Winnipeg Child and Family Services Intake for Child Abuse at 944-4200 in Winnipeg or your local Child and Family Service in rural Manitoba.



Did you know...

The number of Child Care Online's registered users is continuing to grow at a rate of about five per cent. About 361 (94 per cent) of child care centres, 377 (60 per cent) of family child care homes and 89 (47 per cent) of nursery schools are registered users. Providers interested in going online are encouraged to call Child Care Information Services at 945-0776 in Winnipeg (or toll free at 1-888-213-4754) for information on the benefits of going online and how to register.



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This past June, the Manitoba Child Care Program won the Annual Manitoba Child Care Association (MCCA)/Manitoba Child Care Program Challenge Event for the second year in a row. The challenge was a fun-filled, competitive race around Winnipeg and we congratulate the winning team: (left to right) Susan Sydorчук, Brian Malkowich, Ruth Hiebert and Mavis Lewis-Weber. Thanks to the MCCA for organizing the event!

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Anyone interested in a career in child care can find useful information on Child Care Online at :

www.manitoba.ca/childcare

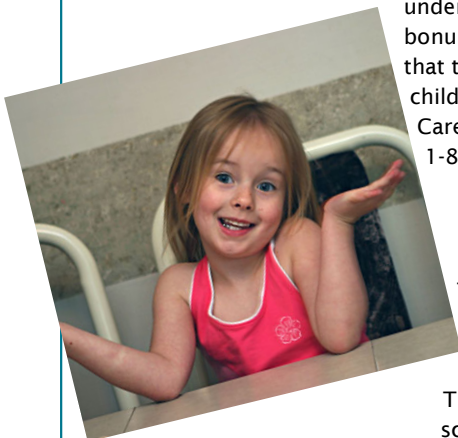
Just click on Careers in Child Care for answers to questions about a career in early childhood education, such as:

- qualities and qualifications you need to be an early childhood educator
- supports to help you become a trained early childhood educator
- the benefits of early childhood education as a career
- salaries
- finding work in the child care field



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People who are classified as Early Childhood Educator (ECE) IIs or IIIs should know your classification does not expire. There are many exciting workforce initiatives underway right now, including the potential to offer returning ECE IIs and IIIs a signing bonus. If you are a skilled ECE, or know someone who has left the field, please note that there has never been a better time to be part of Manitoba's early learning and child care system. Qualified ECEs are always in demand. For information, call Child Care Information Services at 945-0776 in Winnipeg; or toll free at 1-888-213-4754.



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The Manitoba Child Care Association provides a *Minimum Salary Guideline Scale Five for Group Child Care Centres* on their website at :

www.mccahouse.org

The guideline provides valuable information for board members such as a minimum wage scale, definitions of staff positions and recommendations for employee benefits.

An Eye on Early Learning and Child Care in Manitoba

REGIONAL CHILD CARE SUBSIDY ADVISORS

NAME	REGION (COMMUNITY AREA)	PHONE #	MAILING ADDRESS	E-MAIL ADDRESS	AREA SUPERVISOR
Sherrene Arjoon-Franklin	Winnipeg Region (Inkster/Point Douglas/ Downtown)	945-2552	102-114 Garry St. Winnipeg R3C 1G1	SArjoonFra@gov.mb.ca	Pamela Bann 945-2674
Milena Boulanger	Westman Region	726-6111	340-9th Street Brandon R7A 6C2	MBoulanger@gov.mb.ca	Kris Tufts 726-6179
Teresa Cianflone	Winnipeg Region (St. Vital) Interlake Region	945-5739	102-114 Garry St. Winnipeg R3C 1G1	TCianflone@gov.mb.ca	Pamela Bann 945-2674
Susan Cory	Parkland Region Westman Region	726-6782	340-9th Street Brandon R7A 6C2	SuCory@gov.mb.ca	Kris Tufts 726-6179
Maria Custodio	Winnipeg Region (Downtown) Central Region	945-7173	102-114 Garry St. Winnipeg R3C 1G1	MCustodio@gov.mb.ca	Pamela Bann 945-2674
Revita Dyck	Winnipeg Region (Windsor Park/ Island Lakes/Transcona)	945-8304	102-114 Garry St. Winnipeg R3C 1G1	ReDyck@gov.mb.ca	Pamela Bann 945-2674
Connie Foreman	Northern Region Westman Region Central Region	726-7152	340-9th Street Brandon R7A 6C2	CForeman@gov.mb.ca	Kris Tufts 726-6179
Shirley Herbert	Winnipeg Region (Fort Garry/ St. Norbert/Lindenwoods/ Waverley Heights)	945-2621	102-114 Garry St. Winnipeg R3C 1G1	ShHerbert@gov.mb.ca	Pamela Bann 945-2674
Barb Kinnear	Winnipeg Region (Downtown/Wolseley)	945-4809	102-114 Garry St. Winnipeg R3C 1G1	BKinnear@gov.mb.ca	Pamela Bann 945-2674
Ann Maccoomb	Winnipeg Region (St. Boniface) Eastman Region	945-8442	102-114 Garry St. Winnipeg R3C 1G1	AMaccoomb@gov.mb.ca	Pamela Bann 945-2674
Julie McLean	Winnipeg Region (St. James/West End/ Brooklands)	945-0879	102-114 Garry St. Winnipeg R3C 1G1	JuMcLean@gov.mb.ca	Pamela Bann 945-2674
Aldene Moroz	Winnipeg Region (Elmwood/River East/ East Kildonan)	945-7824	102-114 Garry St. Winnipeg R3C 1G1	AMoroz@gov.mb.ca	Pamela Bann 945-2674
Mary Theberge	Winnipeg Region (River Heights/ Fort Rouge/Riverview)	945-4887	102-114 Garry St. Winnipeg R3C 1G1	MTheberge@gov.mb.ca	Pamela Bann 945-2674
Kathy Wiest	Winnipeg Region (St. Vital/Seven Oaks)	945-2676	102-114 Garry St. Winnipeg R3C 1G1	KWiest@gov.mb.ca	Pamela Bann 945-2674
Sherry Wilner	Winnipeg Region (Charleswood/Tuxedo/ Assiniboine South/ Westwood/Crestview/ St. James)	945-3852	102-114 Garry St. Winnipeg R3C 1G1	SWilner@gov.mb.ca	Pamela Bann 945-2674