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Planning the Future of Early Learning and Child Care

In my new role as Minister of Manitoba Family Services, I look forward to improving and expanding needed services for our province’s communities, families and children. Quality early learning and child care is vital to parents who are working or going to school. It is also vital to the economy and provides a strong foundation for children’s early development and future success.

As we move ahead, a new multi-year plan will build on our past accomplishments and include new child care centres to give parents more convenient options for care. Based on community feedback and with your support, we will work together to strengthen the early learning and child care sector and serve families. I will work hard with you to make Manitoba an even better place to live.

Kerri Irvin-Ross
Minister, Manitoba Family Services

Public consultations about early learning and child care were held last fall across the province. Information gathered through the consultations will help the Manitoba government develop a new multi-year plan to strengthen Manitoba’s early learning and child care (ELCC) system for our province’s families.

Deanne Crothers, MLA for St. James, led public consultation sessions in Brandon, Thompson and Winnipeg, listening to feedback about the current system and ideas for future improvements. Parents, members of the child care profession, ECE students and other members of the public were invited to attend and contribute.

“As a working mom and former literacy instructor with two young children, I recognize the importance of having quality, accessible early learning and child care. It’s the key to allowing parents to work or go to school which affects the whole family. As you know, early childhood education has a direct connection to a child’s success in later life.

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The public was also invited to participate in the discussion online at manitoba.ca/fs/childcare/consultation. Manitobans with an interest in child care, including parents, employers and industry members, were encouraged to read the online discussion paper and respond to the questionnaire. All information gathered is being considered in the development of the next multi-year plan for early learning and child care. This consultation process follows two consecutive, multi-year plans that resulted in a greatly expanded child care system based on accessibility, affordability and quality. From April 2008 to the present, accomplishments include:

- funding for 6,500 child care spaces to increase accessibility for families
- enhancing nursery school funding for 1,068 spaces to support families not needing full time care
- approving funding for the construction of 59 new early learning and child care centres
- launching Manitoba’s Online Child Care Registry www.manitoba.ca/onlinechildcareregistry
- introducing Canada’s first child care safety legislation
- implementing quality enhancement tools and age-appropriate curricula
- providing ongoing training to child care boards of directors across Manitoba
- continuing to regulate maximum parent fees to keep child care affordable

I admire the people who choose to work in the early learning and child care sector – their passion for their work and commitment to quality care. By listening to the ideas and concerns of parents, ECEs, child care providers, ECE students and other stakeholders, we can build on existing strengths to create a road map for future improvements. I am proud to be part of the team effort to ensure quality child care for all Manitobans.”

Help for Internationally Educated Applicants

If you were educated outside of Canada, you will find out more about Manitoba’s early learning and child care classification process at www.manitoba.ca/fs/childcare/ece/index.html

This site was designed to help individuals at any stage of their immigration process, including those who have not yet arrived in Canada.

New Website Provides Information for Manitobans with Disabilities

The Information for Manitobans with Disabilities website provides a wide range of disability-related information in one place. Persons with disabilities, their families, caregivers and service providers can find accurate and trusted information about available services and programs, as well as tips for managing commonly experienced challenges.

Visit the website at: www.manitoba.ca/fs/imd/index.html.
Best Practices Workshops Benefit Family/Group Child Care Providers

Family and group child care home providers welcomed the opportunity to attend recent workshops to learn more about their new best practices manual and share their experiences with other providers.

Quality enhancement specialists from Manitoba Early Learning and Child Care (MELCC) offered workshops in Brandon, Winnipeg and Dauphin on topics such as relationship building with families, healthy eating, creative play and respectful interactions.

Family child care providers discussed how to enhance their practices to help children learn. They also gained insight about how to improve the way they listen, talk and respond to children and their respective developmental needs.

Providers in attendance were keen to participate in professional development and networking.

“Offering the workshops to only family child care providers will make the training more meaningful to me,” said one respondent.

“I’m glad this is happening,” said another. “It gives me a chance to meet with other people doing the same work.”

Now online - Best Practices Licensing Manual for Family and Group Child Care Homes

The Best Practices Licensing Manual for Family and Group Child Care Homes is now available at www.manitoba.ca/childcare. Click on Publications on the left side menu, and select the For Child Care Providers option.

The manual is divided into sections and includes:
- specific regulations or legislation that family or group child care providers must follow
- guidelines that clarify specific regulations or legislation
- best practices to help improve your family child care program

This manual will help providers enhance the important work they do by describing approaches to early learning and child care, based on the most current research. It provides information of particular value to family and group child care providers who are striving to offer quality programming and meet standards through best practices.

Family and group child care providers offer valuable service to Manitoba families and will always be a much-needed segment of the early learning and child care field.

Manitoba Early Learning and Child Care (MELCC) supports high quality early learning and child care in all family and group child care homes.
New Recruitment and Training Strategy Strengthens Child Care Field

Manitoba Early Learning and Child Care (MELCC) and Manitoba Employment and Income Assistance (EIA) are working with four community organizations to provide 40 hours of child development training this fall (2013) and winter (2014) for people interested in working in the child care field. This recruitment and employment strategy, first started in fall 2010, will attract people to the child care field and help newcomers, Francophones and others find employment.

For those interested in working as a Child Care Assistant (CCA) in a child care centre:

- Fifteen participants who are French-speaking immigrants and refugees will receive the Health and Safety 40-hour course in early childhood development from the Université de Saint-Boniface and recognized CPR training at Accueil Francophone. Some computer training is also provided.
- Eighteen others will participate in a 42-hour introductory course in early childhood education from Red River College at West Central Women’s Resource Centre (WCWRC). Participants receive additional language supports, tutoring and life skills training to help them enter the workforce.

For those interested in becoming a family child care provider:

- Family Dynamics is offering two, 40-hour courses focused on family child care to 25 newcomers in each session. The course, developed by Red River College, will be offered as part of a larger project to recruit and support individuals wanting to open a family child care home. Along with the course, participants will receive first aid and CPR training. Family Dynamics will also offer support to individuals going through the licensing process including workshops to strengthen the program and services provided by the new family child care providers.

- Westman Immigrant Services has hired Assiniboine Community College to offer 18 newcomers an introduction to early childhood education with a family child care focus, first aid and CPR training. Participants receive English language supports and help with the licensing process. Family Dynamics will provide more workshops for graduates to help their family child care home businesses succeed and flourish.

For more information, contact:

Marieme Wane at Accueil Francophone at 204-975-4250 (Winnipeg)
Fiona Muldrew at West Central Women’s Resource Centre at 204-774-8975 (Winnipeg)
Anne Grewar at Family Dynamics at 204-947-2128 (Winnipeg)
Joy Escalera at Westman Immigrant Services at 204-727-6031 (Brandon)

Left to Right – Fardowsa Botan, Karen Loeb, Cecilia Maranali, Veronica Toledo, Fiona Muldrew (Childminding Co-ordinator, West Central Women’s Resource Centre)
Child Development Course Launches Careers for Child Care Assistants

Halima Jelloul, Yodit Abraha Dair and Assumpta Nambajemariya were hired as Child Care Assistants (CCAs) at the Freight House Early Learning and Care Centre, after completing a 42-hour child development course at West Central Women’s Resource Centre (WCWRC).

The Freight House Early Learning and Care Centre

Wanda Bruenig, Director, describes the three new CCAs as “awesome caregivers” and she “could not be happier with them.”

“They are mature and eager to work,” says Bruenig. “Most importantly, they show love and respect towards the children in the centre.”

Having completed the course, Bruenig says she noticed that these women bring more child care knowledge to the job than other CCA applicants. They understand why play-based learning is emphasized and how behaviour issues are handled. She believes that the course gives them a good foundation for working with children.

West Central Women’s Resource Centre’s Early Child Development Course

Halima, Yodit and Assumpta took different paths leading to employment in early learning and child care, but one common factor is the 42-hour child development course at WCWRC. All describe the course as “extremely beneficial.” They learned about creative play, talking to children and supporting their daily development.

Yodit says she was taught how to interact with children in a positive way during typical, daily situations.

Assumpta says that learning how to correct children’s behaviour, without hurting their feelings or being rude, was an important lesson for her. She also became more aware of herself and her own behaviour.

Halima says that learning Canadian practices was a key part of the course. As an example, she says that young children in her home country are not taught to be independent. In Canada, children learn to put on their own shoes and coats at a very early age.

Halima did not plan to work in child care and enrolled in the course for self-improvement. During the course, she realized that she wanted to be part of the child care field and now, hopes to enroll in the Workplace ECE diploma program once she has two years of experience.

Immigrating from Eritrea four years ago, Yodit was first involved with the centre as a parent. She looked for courses to upgrade her skills and found the CCA course through a community agency. Once she completed the course at WCWRC in spring 2013, the director was pleased to hire her. Yodit says she enjoys her work at the centre and hopes to continue upgrading her skills while she is on maternity leave.

Assumpta worked casually in childminding before attending the course. After completing this recognized child development course, Assumpta felt more confident about applying for a full-time position in a child care centre.

On her first day as a substitute, Assumpta sat on the floor with the children and started singing with them. Bruenig knew immediately that she would be a wonderful employee. A single mother, Assumpta has been employed full-time at the Freight House for 18 months, providing quality care while also supporting her own two children.

Grateful to staff at WCWRC, Freight House Early Learning and Care Centre

All three women are grateful to WCWRC for the training in early learning and child care, as well as the resource centre’s help in their job searches. They are equally thankful for their employment at the Freight House and the help they receive from fellow staff members to help them further develop their skills.
Use Your Curriculum Statement to Demonstrate Learning and Development

Your curriculum statement describes how your practices create learning opportunities for children. It describes how you, as an Early Learning and Child Care (ELCC) professional, interact, engage in play, and show children’s learning to parents, family members and the wider community. It reflects the children, families and community that you serve and is based on the beliefs and values that are outlined in your program’s philosophy.

One of many ways to communicate to parents is by posting your statement in the centre for families and visitors to see. You may also take notes and post them, to show the connection between children’s play and their learning. Displaying photos and artwork with captions that indicate what the children are learning during a particular experience is another method to use.

You can use your curriculum statement to provide specific examples to parents so they understand how children are learning in your program.

For example, you could explain how:
- stacking blocks encourages problem solving and creative thinking
- painting develops self expression and fine motor development
- pretending with dolls enhances children’s peer relationships and communication skills

You can use portfolios, books, DVDs, brochures or websites and social media as other ways to illustrate children’s learning through play. Always explain how photos and video of children will be used so parents can make an informed decision on whether to give written permission to use their children’s images.

Organizing a parent meeting is helpful for both presenting your curriculum and encouraging relationships among families. Showing how your curriculum statement is linked with children’s learning and development helps families and community members understand the intention and purpose behind your practices. This gives you the opportunity to share how your program is unique and why families should choose your program as a great place for their child.

A curriculum statement is your guide to practices that create meaningful and relevant learning opportunities for children.

Use your curriculum statement as a tool to highlight the strengths of your program and professionalize the field of Early Learning and Child Care in Manitoba. It strengthens your accountability to children, parents, management and the public to provide play-based and developmentally appropriate curriculum.

Communicating with Families By Documenting Children’s Work

Documenting your curriculum provides an opportunity to foster a stronger relationship and communicate clearly with the families of children in your care.

It gives parents the opportunity to see and understand how you are guiding their child’s learning and development through purposeful interactions, relationships, environments and experiences that you provide.

Post comments from children to share their thoughts and ideas.

A display from Janice Sands, graduate of the Competency-Based Assessment Program
Display photos of children to show what they’re learning through their play.

Kokum’s Early Enrichment Program, Brandon Friendship Centre

Add children’s words to their work to give parents an insight into their child’s thoughts and language development.

Souris Co-operative Day Care Centre Inc.

Use personal journals to provide opportunities for parent and staff to share information back and forth between home and child care centre.

A journal at Sugar ‘N Spice Kiddie Haven Inc.

Keep journals and portfolios where parents and children can access them, like this portfolio holder. Revisiting these documents provides additional learning opportunities for children and a connection between home and centre. Encourage children and parents to add to them as well.

Riverview-Ashland Child Care Centre Inc.

Child portfolios include information about the children such as written observations, photographs, artifacts and samples of the child’s work.

Riverview-Ashland Child Care Centre Inc.
Small Space, Big Ideas – At this session, participants shared ideas about the design issues around fitting exploration and play choices for young children in a small space. “Infants need floor time that does not restrict their movements so they can reach, roll and crawl. Young children need space to learn and practice how to walk, run and stretch.” (See Early Returns - page 20)

Infant and Toddlers: What to Expect – Participants looked at the individual needs and schedules of infants, behaviours showing typical infant development and shared ideas about managing challenging times in the day. “When you give support through positive interactions and encourage children’s development at their own pace, they learn to feel secure and confident enough to direct their own learning through exploration and play. This helps the infants learn about themselves and actively investigate their surroundings.” (See Early Returns - page 5)

Linking Loose Parts to Learning – In this session, participants explored a variety of different materials and how they affect children’s learning and development. “Open-ended materials enable infants to use them in many different ways. Set up the environment with simple materials, such as baskets, pots and pans, pieces of fabric and other loose parts.” (See Early Returns - page 21)
New Chairperson for CCEPAC

As the new chair of the Child Care Education Program Approval Committee (CCEPAC), Debra Mayer brings extensive knowledge and experience in early learning and child care. Achieving a Master’s Degree in Community Studies and an ECE III classification, she went on to work as a faculty member for the University of Winnipeg’s bachelor’s program in developmental studies where she taught early childhood leadership and inclusion courses.

Debra developed the online certificate program in special needs child care offered at Red River College. She also supported early childhood education programs at the YWCA Canada, SpecialLink, Community Living Manitoba and the Manitoba Child Care Association. She is currently an early learning consultant at Manitoba Education and Advanced Learning.

CCEPAC monitors the quality and standards of child care education in Manitoba. The committee approves and recognizes programs for early childhood educators that are offered at provincially-funded, post-secondary institutions. Appointed to three-year terms, committee members are selected for their expertise in post-secondary education and child care expertise.

Manitoba Training Grants Help Strengthen the Child Care Workforce

During the six month period from April 1 to October 31, 2013, Manitoba Early Learning and Child Care approved

- 74 new applications for the conditional tuition support grant of up to $4,000 for full-time ECE students
- 79 staff replacement grants to support the salaries of Workplace ECE diploma students
- 380 annual training grants of up to $350 so child care assistants, ECEs and family child care providers can upgrade their qualifications

Since 2005/06

- 464 ECE students received conditional tuition support grants.
- 907 first- and second-year staff replacement grants were provided to CCAs and family child care providers.

Since 2003/04

- 4,705 annual training grants have been provided to CCAs, ECEs and family child care providers.
Workplace ECE Diploma Program offered for Francophone Manitobans

Université de Saint-Boniface recently introduced the Workplace ECE Diploma Course for francophone child care assistants (CCAs) or family child care providers currently working in Manitoba. Fifteen CCAs with two years of child care experience were accepted into this accelerated two-year ECE program.

Students attend classes two days and work three days a week in child care centres located in Winnipeg, St. Pierre, St. Laurent, La Broquerie and Iles Des Chenes. With the support of the Manitoba government’s staff replacement grant, centres receive funding to pay for substitute staff so the ECE students are paid their full-time salary while attending school.

Many students did not believe they would ever be able to return to school because they need a full-time salary to support their families. Without educational upgrading, they would not advance in the field, so some of the students might have given up on their child care careers. With this program including their full income, their instructors see a renewed commitment to early learning and child care.

Teaching this group of experienced child care assistants is also rewarding for instructors, Louise LaFleche and Erin Vandale. The students have prior learning from working in the field, so they readily understand information offered in class and can apply it in their workplaces.

Manitoba benefits from more francophone ECEs in the early learning and child care field. Université de Saint-Boniface has already experienced a demand for this training from other francophone centres.

Erin Vandale, Instructor and Louise LaFleche, Instructor and Co-ordinator for the Workplace ECE Diploma Program at USB.

Students at Université de Saint-Boniface Awarded ELCC Scholarship

Jessica Soko and Liesel Hale, first year students of the two-year Early Childhood Education Diploma Program at Université de Saint-Boniface, were awarded $1,500 ELCC scholarships in 2013. Sarah Schulman and Matea Jelcic were recipients of the award in 2012.

This scholarship was introduced as part of a strategy to encourage more high school students to become Early Childhood Educators (ECEs) and to support francophone and northern communities – the areas with the greatest ECE shortages.

First year, full-time ECE students at Université de Saint-Boniface and University of the North, with a high school average of at least 70 per cent or equivalent, are eligible to apply. Since the 2009/2010 school year, 13 scholarships have been awarded.
More child care spaces slated for northern Manitoba

During the last two years, capital funding and operating grant funding for up to 298 new child care spaces have been approved to better serve northern Manitoba families by building new or renovating existing child care centres.

Projects include:

- Keewatinowi Awasisak Opi-Ki-Wak Inc (KAO) in Thompson is in the process of renovating a second satellite site, to increase licensed numbers by up to 47 spaces.
- Gillam Preschool and Child Centre relocated and added 31 spaces.
- Ma-Mow-We-Tak Friendship Centre in Thompson opened a centre with 50 spaces.
- Kanawenimawasowin Child Care Centre at University College of the North (UCN) in The Pas offers 74 spaces in a new centre designed for students and staff at the university.
- Little Dreamers Day Care in The Pas relocated to a main floor renovated site and expanded by 22 spaces.
- UCN in Thompson is building a new centre with up to 74 spaces. It is scheduled to open in September 2014.

New look for the online child care registry

Manitoba Early Learning and Child Care is committed to continuing to improve the Online Child Care Registry (OCCR). Thanks to feedback from child care providers and parents, the OCCR will soon have a new look and a more user-friendly process.

By registering their children, parents not only let facilities know they are looking for child care, but they also provide valuable information about the need for child care across Manitoba. Every licensed facility in Winnipeg, and most facilities in Manitoba, have children waiting on the OCCR for placement. It is important for all licensed facilities to consider parents registered on the OCCR when they enrol children in their facility.

Since its launch, over 6,000 children have been placed by licensed facilities as thousands of parents in Manitoba registered their children on the OCCR.

For more information about the OCCR, go to www.gov.mb.ca/fs/providerupdate. For help using the registry, email onlinechildcareregistry@gov.mb.ca or call 204-945-0776 in Winnipeg, toll free in Manitoba at 1-888-213-4754.
It is Your Responsibility to Report Suspected Abuse

Everyone in Manitoba must report suspected child abuse. It’s the law. Failure to do so could result in a fine or jail time. It is especially important for people who work with children to know how to recognize and report abuse.

To help protect children in your care, a new handbook outlining specific procedures for the child care workforce was recently released.

Reporting of Child Protection and Child Abuse, developed by the Provincial Advisory Committee on Child Abuse (PACCA), includes helpful information, such as:

- how to recognize different types of child abuse
- information about legislation
- how to take action if you suspect that a child under 18 is being abused or needs protection

For Early Childhood Educators (ECEs), the mandatory child abuse reporting protocol begins on page 71, Section 11.

Remember

- If you are unsure whether a particular situation warrants a child abuse report, you should consult with a CFS agency. Their staff can help to determine if a child may be at risk.
- You do not have to prove or be sure that the abuse is occurring.
- All disclosures of abuse are to be treated as real and serious regardless of the child’s history.

- Even if you think someone else is reporting the situation, you must still report it.
- Your individual obligation to report abuse supersedes all internal organizational policies and procedures.
- All reports will be followed up by a CFS agency.
- The legal definition of a child is anyone under the age of 18.

What is child abuse?

Abuse means an act or omission of any person, where the act or omission results in:

- Physical injury to the child
- Emotional disability of a permanent nature in the child or is likely to result in such a disability
- Sexual exploitation of the child with or without the child’s consent

For children with disabilities, the usual risk factors for child abuse are intensified. If you work with a child with a disability, be aware of the factors that increase the risk of abuse. There are unique challenges that can prevent or limit children with disabilities from disclosing experiences of abuse. Refer to section 12 of the child protection handbook for more information.

Child neglect is failure of a child’s primary caregiver to provide adequate food, clothing, shelter, supervision and/or medical care. Child neglect results in (or is likely to result in) harm or risk of harm to a child.

Report your concern to your local child and family services (CFS) agency.

For a list of CFS designated intake agencies, go to: www.gov.mb.ca/intakeagencies

If you do not know the number of your local CFS agency, or after working hours, call the province-wide emergency services toll free line: 1-866-345-9241

If you think the child is in immediate danger, call 911 or your local police station.
# Manitoba Child Care Co-ordinators - Winnipeg and Regions

<table>
<thead>
<tr>
<th>Community Area</th>
<th>Name</th>
<th>Contact Numbers</th>
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<tr>
<td>St. Boniface/St. Vital</td>
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**WESTMAN**

| Westman | Melanie Colli | 204-726-6661 | Brandon Provincial Building 340 – 9th Street, Room 206 Brandon MB R7A 6C2 | Sandra Smith 204-726-6959 |
| Westman | Barb Baumung  | 204-726-6331 |                                           |                        |
| Westman | Lorraine Crivea | 204-726-6340 |                                           |                        |
| Westman | Carol Saville | 204-726-6717 |                                           |                        |
| Westman | Marci Sul     | 204-726-6341 |                                           |                        |

**INTERLAKE**

| Interlake | Marcia Desmedt | 204-785-5279 | Selkirk District Office 101 – 446 Main Street Selkirk MB R1A 1V7 | Marcy Hrysio 204-785-5184 |
| Interlake | Phyllis Klimpke | 204-785-5107 |                                           |                        |
### Manitoba Child Care Co-ordinators - Winnipeg and Regions

Continued

<table>
<thead>
<tr>
<th>Community Area</th>
<th>Name</th>
<th>Contact Numbers</th>
<th>Address</th>
<th>Program Manager/Community Social Services Supervisor</th>
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<tr>
<td><strong>EASTMAN</strong></td>
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<tr>
<td>Ste. Anne</td>
<td>Estelle Funk</td>
<td>204-422-7004</td>
<td>30-A chemin Dawson Road Ste. Anne MB R5H 1B5</td>
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<tr>
<td>St. Pierre-Jolys</td>
<td>Christine Hildebrandt</td>
<td>204-433-2576</td>
<td>P.O. Box 98 427 rue Sabourin St. Pierre-Jolys MB R0A 1V0</td>
<td>Gerry Brown 204-268-6163</td>
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<tr>
<td>Beausejour</td>
<td>Terry Smith</td>
<td>204-268-6762</td>
<td>Box 50 20 First Street S Beausejour MB R0E 0C0</td>
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<tr>
<td><strong>CENTRAL</strong></td>
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<tr>
<td>Portage la Prairie</td>
<td>Vacant</td>
<td>204-239-3121</td>
<td>Portage Provincial Building 106 – 25 Tupper Street N Portage la Prairie MB R1N 3K1</td>
<td>Carol Gardiner 204-239-3137</td>
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<tr>
<td>Morden</td>
<td>Angela Wall</td>
<td>204-822-2868</td>
<td>63B Stephen Street Morden MB R6M 1Z6</td>
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<td><strong>PARKLANDS</strong></td>
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<tr>
<td>Parklands</td>
<td>Cathy Cyr</td>
<td>204-622-2344</td>
<td>Dauphin Provincial Building 3rd Floor, 27 - 2nd Avenue SW Dauphin MB R7N 3E5</td>
<td>Sandra Smith 204-726-6959</td>
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<tr>
<td>Parklands</td>
<td>Holly Sweetman</td>
<td>204-622-2302</td>
<td>Dauphin Provincial Building 3rd Floor, 27 - 2nd Avenue SW Dauphin MB R7N 3E5</td>
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<td><strong>NORTHERN/THOMPSON</strong></td>
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<tr>
<td>Thompson</td>
<td>Lynn Martin</td>
<td>204-677-7275</td>
<td>Box 5 107 - 59 Elizabeth Drive Thompson MB R8N 1X4</td>
<td>Anne Danis 204-687-1717</td>
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<tr>
<td>Northern</td>
<td>Brenda Brown</td>
<td>204-687-1723</td>
<td>102 – 143 Main Street Flin Flon MB R8A 1K2</td>
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## Regional Child Care Subsidy Advisors

<table>
<thead>
<tr>
<th>Region</th>
<th>Name</th>
<th>Phone</th>
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<tbody>
<tr>
<td>Baldur, Boissevain, Cartwright, Clearwater, Deloraine, Glenboro, Melita, Miniota, Minto, Oak Lake, Pierson, Pilot Mound, Rivers, Waskada, Wawanesa</td>
<td>Sherrene Arjoon-Franklin 204-945-2674</td>
<td>Brigitte A’Bear 204-945-8442</td>
</tr>
<tr>
<td>Brandon, Dauphin, The Pas, Thompson, Creighton (Saskatchewan)</td>
<td>Crystal Bailey-Dill 204-945-8304</td>
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<tr>
<td>Churchill, Gillam, Langruth</td>
<td>Ronald Cayabyab 204-945-0879</td>
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<tr>
<td>Benito, Grandview, Laurier, McCreary, Minnedosa, Shoal Lake, Ste. Rose Du Lac</td>
<td>Maria Custodio 204-945-7173</td>
<td></td>
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<tr>
<td>Carberry, Killarney, Shilo, Souris, Virden</td>
<td>Angel Delorme 204-945-5739</td>
<td></td>
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<tr>
<td>Alonsa, Cranberry Portage, Flin Flon, Gladstone</td>
<td>Arthur Giesbrecht 204-945-4809</td>
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<tr>
<td>Cormorant, Grand Rapids, Snow Lake, South Indian Lake, Waterhen</td>
<td>Shirley Herbert 204-945-2621</td>
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<tr>
<td>Roblin</td>
<td>Lori MacDonald 204-945-3852</td>
<td></td>
</tr>
<tr>
<td>Binscarth, Birtie, Elkhorn, Gilbert Plains, Glenella, Hamiota, Hatney, Inglis, Rapid City, Riding Mountain, Rossburn, Russell, Strathclair, Winnipegosis, Onanole</td>
<td>Brian Menzies 204-945-4887</td>
<td></td>
</tr>
<tr>
<td>Portage la Prairie</td>
<td>Rose Thomas 204-945-2552</td>
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<tr>
<td>Erickson, Neepawa, Swan River, Ethelbert</td>
<td>Kim Trushell 204-945-2676</td>
<td></td>
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<tr>
<td>Winnipeg</td>
<td>Chantelle Leclerc 204-945-7824</td>
<td></td>
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*All subsidy advisors serve Winnipeg