

Adopted by Council at its meeting held December 3, 2012 [M520-2012]

AA/

Windsor, Ontario, December 3, 2012

**REPORT NO. 128 of the
SOCIAL DEVELOPMENT,
HEALTH & CULTURE STANDING COMMITTEE**
of its meeting held November 14, 2012

Present:
Councillor Ed Sleiman, Chair
Councillor Jo-Anne Gignac
Councillor Alan Halberstadt
Councillor Percy Hatfield
Councillor Fulvio Valentinis

That the following recommendation of the Social Development, Health and Culture Standing Committee **BE APPROVED** as follows:

Moved by Councillor Gignac, seconded by Councillor Hatfield,
THAT the letter to Hon. Laurel Broten, Minister of Education regarding Child Care Update – Fee Subsidy **BE RECEIVED** for information.
Carried.

Clerk's Note: The letter dated September 27, 2012 address to the Hon. Laurel Broten, Minister of Education regarding Child Care Update – Fee Subsidy is attached as background information.


CHAIRPERSON


DEPUTY CITY CLERK

NOTIFICATION:		
Name	Telephone	Email
Leah Hills, Sundowners Day Care & Resource Centre		info@sundownersdaycare.com
S. Hyatt		shyatt@city.windsor.on.ca



THE CORPORATION OF THE CITY OF WINDSOR
COMMUNITY DEVELOPMENT & HEALTH SERVICES

September 27, 2012

Hon. Laurel Broten
Minister of Education
Mowat Block
22nd Floor, 900 Bay Street
Toronto, Ontario M7A 1L2

Dear Minister Broten:

The attached report went to Windsor City Council on August 8, 2012 and was followed by a community presentation to City Council on August 27, 2012 on the current state of child care in the Windsor Essex community. As a result of this presentation and report, Council passed the following resolution:

Moved by Councilor Gignac, seconded by Councilor Hatfield,

"M382-2012 That Report No. 102 of the Social Development, Health & Culture Standing Committee of its meeting held August 8, 2012 regarding "Child Care Update (Fee Subsidy Wait List, Provincial Discussion Paper and Additional Provincial Funding)" BE ADOPTED as amended:

THAT the administrative report authored by Community Development & Health Commissioner dated July 18, 2012 entitled "Child Care Update (Fee Subsidy Wait List, Provincial Discussion Paper and Additional Provincial Funding)" **BE RECEIVED** for information, and

THAT the presentation by the Executive Director of Housing and Children's Services entitled "Modernizing Child Care in Ontario" **BE RECEIVED** for information; and

THAT the Community Development and Health Commissioner **BE DIRECTED** to send a letter urging the Provincial government to review the subsidy for childcare in the Windsor area and further to meet with local members of Parliament to express the municipality's concerns.

Carried

SSC/6751"

This letter will outline the issues that the child care sector in Windsor and Essex County is experiencing. Minister, we are asking for your help to ensure there are choices for parents into the future.

On April 20, 2012 as part of the 2012 Ontario Budget \$242 million was earmarked for new child care funding over the next 3 years. This year, your government earmarked \$90 million of the overall commitment. Your government has released \$40 million and the Windsor-Essex County community received only \$684,397. The \$437,171 for fee subsidy is not nearly enough to address our needs.

Effective June 1, 2012, The City of Windsor implemented a fee subsidy wait list in order to ensure that the 2012 fee subsidy budget would not be over spent. Currently there are 625 children on the wait list and in order to address all of the needs on this list the City of Windsor requires \$5.2-million in additional funding. We also have identified a wage subsidy pressure of \$522,996 to enhance staff wages in the sector.

Windsor has the highest unemployment rate in the country. The unavailability of child care fee subsidy is preventing parent(s) from attending re-training and educational school programs so that they can attain employment. In one case, we learned a parent brought her small baby to class with her in order to complete her course requirements and not lose her registration and tuition fees. This is not an isolated situation as we have learned in our ongoing communication with many parents and educational institutions across Windsor-Essex County. Also, there are many more families waiting for child care so that they can work, improve their financial stability and create better lives for their children but they are simply unable to do so because of the lack of subsidized child care spaces. These families are in limbo and need help now.

While our community is starting to show some economic turn-around and more families are securing employment, in many cases the employment opportunities represent lower wages and part-time hours. Therefore, families are qualifying for higher rates of subsidy than in the past which in turn has reduced the availability of subsidy funding dollars.

With the fiscal restraint in the Province the cost of full day kindergarten has been at the expense of younger children and those whose parents choose child care over JK or SK. Existing child care providers are downsizing, closing rooms, laying off staff and some are closing their doors altogether as a direct result of the implementation of full day kindergarten and a lack of support for the child care system. Unless the province allocates adequate funding to the City we are going to continue to see the closure of more high quality early learning and child care programs. Families and children in the Windsor-Essex County community cannot afford this course of action. We need base funding for operators to ensure that they remain viable and the costs of care remains affordable.

Consider, the following time-line of child care's collapse in Windsor – one that could easily be replicated in communities across the province:

- 2008 – St. Clair College closed the satellite child care lab school.
- March 2009 – St. Clair College closed the main child care lab school.
- August 2010 – Windsor City Council closed all municipal child care centres.
- December 2011 – Edleun (a publicly traded company on the Toronto Stock Exchange) buys three commercial centres.
- June 2012- Windsor-Essex County has a subsidy fee freeze and wait list as the demand for affordable child care increases.
- August 2012 – CAW Child Care Centre announces closure.
- September 2012 – Wee Care Child care announces closure giving parents 10 days notice.
- September 2012 – Wee Horizons Child Care announces closure due to financial constraints.

As of September 2012, twenty (20) child care rooms have closed. We need to stabilize the child care system because the current funding model is not adequate or stable.

It is clear that inequity has always existed between child care providers and school boards while both are funded using provincial tax dollars. This inequity is unacceptable. It is time for change in how child

care is funded now that the responsibility for early learning and child care is under the authority of the Ministry of Education. Child care workers are paid very differently than teachers and their Registered Early Childhood Educators counterparts under the same Ministry. In many cases, they are working with the same group of children in the same classroom environment. How can this continue when it is evident that there is steady exodus of Early Childhood Educators leaving child care for full day kindergarten?

The average cost for subsidized child care space is \$6,428.00 while the cost for a full day kindergarten space is \$10,010.00. This does not include capital grants for building renovations or equipment for the new FDK rooms. This is a significant difference in the per pupil cost between a child care space and a full day kindergarten space. We are also most concerned about the lack of funding for aboriginal children and children with special needs.

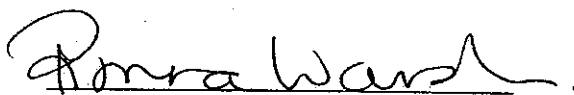
Our local school boards have opted to enter into 3rd party agreements with child care operators rather than delivering child care on their own. We are asking for your support and your commitment to honour all third party provider agreements that local school boards have in place. Anything short of this will only serve to further create instability and strain within the child care system while putting children and families in our community at further risk.

The solution is clear. We need to acquire adequate and sustainable funding from the province for the Windsor-Essex County community that includes fee subsidy dollars, and the capital dollars for re-profiling and retrofitting in order to provide care for younger age children (0-3) and adequate wage subsidy funding in order to stabilize child care today and in the future.

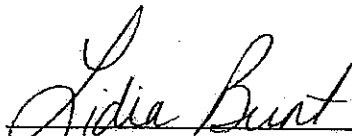
We are requesting an opportunity to meet with you and our MPP's to talk about how the Province of Ontario will help families with young children. We are prepared to come to Toronto to meet with you. We are eager to discuss solutions to stabilize our child care system and to keep the child care centres open.

We look forward to a positive response to our request. To make arrangements for a meeting please contact the office of the Community Development and Health Services Commissioner at 519-255-5200 extension 5232.

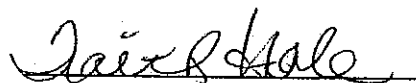
Signed on behalf of the child care community of Windsor and Essex County.



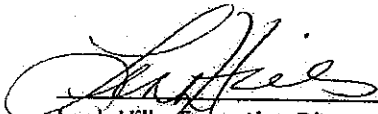
Ronna Warsh, Community Development &
Health Commissioner and Corporate Leader Social
Development, Health, Recreation & Culture

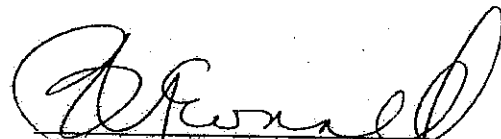



Lidia Bunt, Executive Director
Latchkey Day Care & Learning Centre




Faith Hale, Executive Director
Ska:na Family Learning Centre


Leah Hills, Executive Director
Sundowners Day Care & Resource Centre


Barbara McConnell, Executive Director
Great Beginnings Child Centered
Co-operative Inc.


BethAnn Meloche, Executive Director
Discovery School Based Childcare Program


Cheryl Sprague, Executive Director
Delta Chi Early Childhood Centres

Cc: Mayor Francis & Members of Windsor City Council
Hon. Dwight Duncan, MPP Windsor Tecumseh
Teresa Piruzza, MPP Windsor-West
Taras Natyshak, MPP Essex
Debbie Cercone, Executive Director of Housing and Children's Services
Shannon Hyatt, Children's Services System Manager

Attachment: Child Care Update (Fee Subsidy Wait List, Provincial Discussion Paper and Additional Provincial Funding)

Item No.

THE CORPORATION OF THE CITY OF WINDSOR
Social Development, Health and Culture Standing Committee-
Administrative Report



MISSION STATEMENT:

"The City of Windsor, with the involvement of its citizens, will deliver effective and responsive municipal services, and will mobilize innovative community partnerships"

LiveLink REPORT #: 16055	Report Date: July 18, 2012
Author's Name: Shannon Hyatt	Date to Standing Committee: August 8, 2012
Author's Phone: 519 255 5200 ext. 5290	Classification #:
Author's E-mail: shyatt@city.windsor.on.ca	

To: Social Development, Health and Culture Standing Committee

Subject: Child Care Update (Fee Subsidy Wait List, Provincial Discussion Paper and Additional Provincial Funding)

1. **RECOMMENDATION:**

City Wide: Ward(s): _____

THAT the child care update report BE RECEIVED for information.

EXECUTIVE SUMMARY:

N/A

2. **BACKGROUND:**

As the Consolidated Municipal Service Manager (CMSM), the City of Windsor is responsible for the leadership, planning and management of child care services for the broader combined geographical area of Windsor and Essex County. We strive toward the provision of quality programs and services by exercising ingenuity, innovation and fiscal responsibility as strategies for ensuring efficient and cost-effective program delivery. The City of Windsor has the responsibility to manage the funding envelopes of child care fee subsidy, wage subsidy, proxy pay equity, resource centre, Ontario Early Years Centres and special needs resourcing. This report specifically addresses our child care fee subsidy funding envelope due to the increased pressure in this area.

Child care fee subsidy is financial assistance for families to assist with the cost of child care services for children 0 to 12 years of age attending a licensed child care centre, licensed home child care program, or in an approved unlicensed recreation program, in order to enable parents to work or undertake training or education leading to employment. Fee subsidy funding is also provided to eligible families that have children with special needs in order to help foster early learning and healthy child development. Eligibility for child care fee subsidy is determined by way of a standardized provincial income test.

Effective January 1, 2011, all child care funding and contract management responsibilities with the exception of funding relating to Ontario Early Years programming, Child Care Resource Centres, and Early Learning and Child Development Planning was transferred from the Ministry of Children and Youth Services (MCYS) to the Ministry of Education (MEDU).

3. DISCUSSION:

FEE SUBSIDY WAIT LIST

Our department provides fee subsidy funding through Purchase of Service Agreements with 58 licensed child care providers who operate 146 child care centres as well as with 3 licensed home child care providers. Recreation Purchase of Service agreements are in place with the City of Windsor Recreation and Culture Department as well as 4 community recreation programs providing service in a total of 18 recreation sites.

Since 1999, there has been sufficient fee subsidy to meet the demand. This, in part, has been attributed to an infusion of 100% Federal and Provincial funding to increase fee subsidies, the downturn in the economy which resulted in less demand for child care, and the closure of the municipally operated child care system, which resulted in our ability to purchase more spaces than we were providing with the same funding allocation thereby extending by about 2 years our need to implement a child care fee subsidy wait list.

A changing landscape began to occur in the fall of 2011, which has resulted in an increased demand for child care fee subsidy. By the spring of 2012, we were subsidizing an average of 243 more children than the average of 2011. Such a significant increase over a 12 month period increases our subsidy cost substantially. Although more families are securing employment, in many cases the employment is of a lower paying nature. Therefore, families are qualifying for higher rates of subsidy than in the past which in turn reduces our funding envelope at a faster rate.

Another factor impacting the budget is the introduction of full day Junior and Senior Kindergarten. To date 20% of Ontario's four and five year olds have access to a full time kindergarten opportunity. By September 2012 this will increase to 50% of all children. By September 2014 all four and five year olds will have the opportunity to attend Junior and Senior Kindergarten. As these four and five year olds move into the elementary school system, they are being replaced by younger aged children and the cost of care for infants, toddlers and preschoolers is more costly. At the time the fee subsidy wait list was implemented, the average number of infants being subsidized this year was 22.92% higher than in 2011, toddlers was 10.76% higher and preschoolers had increased by 14.08%. We believe that enhancements to the city website that includes a calculator that allows families to determine whether they are eligible for child care fee subsidy prior to applying has increased applications for subsidy because families are more confident that their application will be approved. As well, we have found that the introduction of a very user-friendly on-line application form that allows families to apply for subsidy twenty-four hours a day and seven days a week is also responsible for the increase in subsidy applications.

As Council was made of aware by way of a memo dated June 1, 2012, a fee subsidy wait list was implemented in order to ensure that our 2012 fee subsidy budget would not be overspent. As of July 16, 2012, 575 children are on the wait list for child care fee subsidy. We estimate that approximately 252 require care for the summer months with the remaining approximately 323 children requiring care in September and beyond. Families qualifying for child care fee subsidy must be financially eligible and as well, they must have a demonstrated need for care such as employment, educational/training opportunities or their child has a special need.

When there is insufficient funds to meet the demand for child care a wait list strategy is an imperative tool in order to ensure that child care, fee subsidy expenditures do not exceed the Council approved budget allocations.

PROVINCIAL DISCUSSION PAPER – “Modernizing Child Care in Ontario”

The Province recently released a discussion paper, “Modernizing Child Care in Ontario”. The stated aim of this paper is to “introduce a conversation about the long-term vision for child care in Ontario, as well as targeted medium-term objectives for the next three years.” A proposed action plan focuses on specific areas where government can take action in the next three years. The questions posed to stakeholders directly link to these outlined key areas of a new funding formula for child care, capital funding priorities, quality in child care, updating the Day Nurseries Act legislation, and support of accountability and capacity-building. The discussion paper states that over the next three years the process of modernization will not be about expansion. Rather it will focus on stabilizing and transforming the current system to enable higher-quality, consistent services that can better support future system growth. The paper indicates that during this time, however, as well as after, there will be increased

flexibility for municipalities to meet local needs. This includes the ability to invest in local solution and mitigation strategies to address the pressures faced with increased enrolment in the Full Day Kindergarten program.

We are in the process of organizing the format in which stakeholders in Windsor/Essex County will have the opportunity to formulate and submit a response to the Province on the "Modernizing Child Care in Ontario" discussion paper.

ADDITIONAL PROVINCIAL FUNDING

On April 20, 2012 as part of the 2012 budget Premier Dalton McGuinty announced new funding for child care. The total fiscal impact of this funding announcement is \$90 million in 2012-13, \$68 million in 2013-14 and \$84 million in 2014-15.

On July 10, 2012, the City of Windsor received notification from the Ministry of Education outlining our share of the 2012-13 funding allocation will be \$684,397. There is no Municipal cost sharing required on this allocation. This new investment is being provided as one-time assistance until a new funding formula for child care is implemented. Please see further details regarding the additional Provincial funding under the Financial Matters section of this report.

4. RISK ANALYSIS:

A wait list for child care fee subsidy puts families at risk of not being able to start employment and/or retain employment if the full cost of child care is a barrier for them. The unavailability of child care fee subsidy often prevents parent(s) from being able to attend school. Even for students that are eligible for Ontario Student Assistance Program (OSAP), the child care funding portion is often not sufficient to cover the cost of care. Student that are part way through finishing a diploma/degree are at risk of not being able to finish if child care fee subsidy is not available when they return to school in the fall.

There is also a risk that the Ontario Works caseload could increase if individuals that are unable to obtain or retain employment due to the lack of child care fee subsidy are forced to rely on the social safety net of Ontario Works. This could result in an increase in Ontario Works expenditures.

A fee subsidy freeze directly impacts the City of Windsor Recreation and Culture Department as families utilize recreation programs as care for their school-aged children. Summer camps are an especially popular care option for families during July and August. In 2011, Recreation and Culture received approximately \$78,000 in funding to support children in their summer camp programs.

The viability of child care operators is challenged when a fee subsidy freeze is in place as they are often unable to fill vacancies due to lack of child care fee subsidy.

At current fee subsidy utilization trends, not implementing a fee subsidy freeze would result in an over expenditure in the child care funding envelope requiring 100% municipal funding to cover the shortfall.

5. FINANCIAL MATTERS:

The child care fee subsidy budget is monitored on a monthly basis and a fee subsidy wait list was be implemented on June 1st, 2012 when it was determined that maintaining the current monthly expenditure level could not be supported within the municipal budget allocation. Child care costs are funded by the Province at either 80% or 100%. The remaining municipal cost is shared with the County of Essex.

With the recently announced fee subsidy funding, the revised 2012 Fee Subsidy budget is:

Child Care Fee Subsidy	Gross Cost	Provincial Cost	Municipal Cost
Fee Subsidy (Funded 80%:20%)	\$ 9,445,843	\$ 7,556,674	\$1,889,169
Fee Subsidy (Funded 100%)	\$ 4,428,327	\$ 4,428,327	\$0

Ontario Works Child Care Formal/Informal (Funded 80%:20%)	\$ 1,498,125	\$ 1,198,500	\$ 299,625
Total Annualized Funding	\$15,372,295	\$13,183,501	\$2,188,794
Additional Transition Operating (One Time)	\$437,171	\$437,171	\$ 0
Revised 2012 Funding	\$15,809,466	\$13,620,672	\$2,188,794

ADDITIONAL PROVINCIAL FUNDING

The breakdown of the additional \$684,397 Provincial fiscal funding for 2012 outlined in the discussion section of this report is as follows:

Health and Safety Minor Capital (\$66,329) to support licensed child care programs that are not in compliance with licensing requirements (or may be at risk of not being in compliance with licensing requirements) under the Day Nurseries Act (DNA). These resources will help to prevent child care closures as a result of non-compliance with the DNA and its regulations.

Capacity Funding to Support Transformation (\$75,374) to provide one-time funding to help non-profit licensed child care programs address costs related to legal fees and advice to support operators' transformation, mergers and consolidations, relocation costs to schools, and costs for information technology used for administrative and business purposes.

Transition Capital (\$105,523) to help support non-profit child care centres make retrofits and renovations to serve younger children.

Transition Operating (\$437,171) to help transition child care centres as year 3 of Full Day Kindergarten in implemented in September 2012. This funding will be allocated to child care fee subsidy in order to help ease the pressure that is currently being experienced by the City of Windsor in this area. When a wait list is in place, new subsidy approvals are only granted when an existing fee subsidy applicant exits the system and it is determined that the municipal budget allocation can accommodate an additional subsidy approval. To this end, it is anticipated that this funding will afford us the ability to begin removing families from the wait list that require care in September. It is not possible at this time to estimate the number of families that will be removed from the wait list as the cost of care depends on each family's parental contribution, which is determined through the income test process, the number of days child care is required, and the per diem rates being charged of the individual child care centres.

As mentioned in the "Risk Analysis", a fee subsidy freeze could directly impact the budgets of two City of Windsor departments. Child care fee subsidy is an important support to individuals in the Ontario Works program in obtaining and retaining full time or part time employment or to engage in employment activities such as job specific training and adult education. A fee subsidy wait list could pose a barrier for OW participants in obtaining/retaining employment and or attending school.

The Recreation & Culture Department could be financially impacted as summer camps are an especially popular care option for families during July and August. In 2011, the Recreation & Culture department received a total of \$78,905 in fee subsidy funding during July and August.

6. CONSULTATIONS:

N/A

7. CONCLUSION:

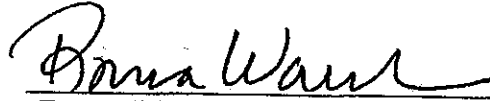
A wait list strategy is an imperative tool in order to ensure that child care fee subsidy expenditures do not exceed the Council approved budget allocations. Therefore, implementing a wait list when necessary ensures financial

accountability, as families are only approved for child care fee subsidy as other families exit the system, resulting in funds becoming available and/or new funding becoming available.

Given the new infusion of Provincial funding, we anticipate that in August we will be in a position to beginning taking applications from the 323 families on the wait list that are requiring care for September and beyond. This will afford us the ability to reduce the number on the waitlist but it not likely that all 323 will be able to be accommodated within our funding allocation. We anticipate that we will periodically be in a fee subsidy waitlist situation in order to ensure that our expenditures do not exceed Council approved budget allocations.



Debbie Cercone
Executive Director of Housing and
Children's Services



Ronna Warsh
Community Development & Health
Commissioner and Corporate Leader Social
Development, Health, Recreation & Culture



Shannon Hyatt
Children's Services System Manager



Onorio Colucci
Chief Financial Officer & City Treasurer &
Corporate Leader Finance and Technology

SH/kk

A-

APPENDICES:

DEPARTMENTS/OTHERS CONSULTED:
 Name: Linda Higgins, Manager of Intergovernmental Subsidies and Financial Admin.
 Phone #: 519 255 -5200 ext. 5222
 Name: Nancy Jaekel, Financial Planning Administrator
 Phone #: 519 255-5200 ext. 5171
 Name: Arundhati Mohile, Financial Planning Administrator
 Phone# 519 255 5200 ext. 5201

NOTIFICATION :				
Name	Address	Email Address	Telephone	FAX
Shawna Ward		achildsworld53@yahoo.ca		
Lisa Mouawad		lmouawad@cogeco.ca		
Jacque Bourgeois		asmartstart@bellnet.ca		
Kaye Holmes		kaye@abcdaynursery.ca		
Therese Gadoury		info@stececile.ca		
Sonja Dimitrievski		sonja@alexandersdaycarecenter.com		
Audrey Fittler		afittler@bellnet.ca		
Phyllis McIntyre		bestfriendslc@hotmail.com		
Melissa Tregaskiss		melissa@brightchild.ca		
Anna Angelidis		angelidis@lscdg.com		

Ana Malot		annie.m.13@sympatico.ca		
Holli Beneteau		cheznous@mnsi.net		
Karen McConnell		karen.mccconnell@jmccentre.ca		
Cheryl Sprague		maincampus@deltachildcare.com		
Beth-Anne Meloche		discovery1@bellnet.ca		
Dana Colenutt		dccentre@jet2.net		
Marina Clemens		info@drouillardplace.ca		
Lidia Bunt		latchkey.lidia@mdirect.net		
Sue Sherk		frststep@mnsi.net		
Suzanne Lalonde		francosol@bellnet.ca		
Ruth Krey		info@gschristiandaycare.com		
Barb McConnell		bmccconnell@cogeco.net		
Mary Ryan		harrowdaycare@bellnet.ca		
Tina Salvatore		tsalvatoreka@gmail.com		
Bassima Zein		lespetitesmains@bellnet.ca		
Fahima Mullins		lakeshoredaycare@bellnet.ca		
Carol Turner		cturner@lakeviewmontessori.ca		
Penny Willis/Luann Pye		serendipity10@bellnet.ca		
Julie Diponio-Roy		julie@edleun.com		
Ms. Marnie Testa		marnie@edleun.com		
Dave Orshinsky		dorshinsky@leamington.ca		
Tammy Brochert		littlebuddiespreschoolcentre@hotmail.com		
Michelle Charette		montessorischoolofwindsor@sympatico.ca		
Simona Nadia-Crudu		office@montessorilasalle.com		
Wendy Hopkins		whopkins@mnsi.net		
Maria Vasapolli		info@montessoriearlyyears.ca		
Michelle Saccucci		info@oliviadimaio.com		
Rosa Richardson		ouat@gosfieldtel.com		
Heather Nodello		hnodello@gmail.com		
Joy Mulcaster		jm.playfulsteps@gmail.com		
June Stevens / Jen Candusso		richmondplaygroup@cogeco.ca		
Carrie Vida		carrievida@sympatico.ca		
Aamer Shujah		ashujah@gmail.com		
Faith Lobzun		skana@windsor.igs.net		
Kristine Coombes		sonshinedaycare@bellnet.ca		
Jill Foster		storybookjaf@on.aibn.com		
Leah Hills		lhills@sundownersdaycare.com		
Michelle DiCarlo		michelle1@bellnet.ca		
Lynn Welch		lynn_welch@can.salvationarmy.org		
Bernadette Dzugan/Rachel VanGerven		bdzugan@ncce1.org		
Anna Raymond		araymond@thetoyboxece.com		
Sister Magdalen Budniak		ursulinesahj@cogeco.ca		
Kori Cartwright		Joeltes5@aol.com		
Tracy Bruce		weewatchwindsor@cogeco.ca		
Michael Parkinson		mikepark@sympatico.ca		
Luann Daniel		enrichedhome@gmail.com		
Denise Simpson		denise_simpson@ymca.ca		
Jennifer Poisson		yourwoodentreehouse@yahoo.ca		

Elena Apelian		eaplian@themcc.com		
ML Berthiaume		marylynn.berthiaume@jmccentre.ca		
Mary Broga		mbroga.wrh.on.ca		
Karen Calligan		karen.calligan@ontario.ca		
Susan Chanko		sue.chanko@gecdsb.on.ca		
Terri Cooper		tcooper@smflc.ca		
Lisa Cranston		lisa.cranston@gecdsb.on.ca		
Paulette Demeter		demepaul@csdecso.on.ca		
Mark Donlon		mdonlon@children-first.ca		
Linda Edwards		ledwards@smflc.ca		
Lorraine Goddard		lgoddard@weareunited.com		
Cindy Haas		chaas@city.windsor.on.ca		
Anita Hayes		anita.hayes@jmccentre.ca		
Linda Hill		lhill@stclaircollege.ca		
Mark Horrocks		mark.horrocks@ontario.ca		
Mona Kamot		kamotm@csdcso.on.ca		
Gathy Martel		cmartel@children-first.ca		
Claudia McArthur		cmcarthur@city.windsor.on.ca		
Heather McNamara		hmcnamara@themcc.com		
Sharon O'Hagan-Wong		sharonohaganwong@wecdsb.on.ca		
Rod Peturson		rod.peturson@ontario.ca		
Ramona Sault		rsault@windsor.igs.net		
Robin Schiller		rschiller@city.windsor.on.ca		
Bonita Seecharan		bseecharan@windsorpubliclibrary.com		
Debbie Silvester		dsilvester@wechealthunit.org		
Lyle Ward		lward@wecas.on.ca		
Elaine Whitmore		elaine.whitmore@jmccentre.ca		

