



PARENT CHILD COALITIONS

Program and Funding Guide



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June 2019

Healthy Child Manitoba is the Government of Manitoba's long-term, cross-departmental strategy for putting children and families first. Healthy Child Manitoba bridges departments and governments and, together with the community, works to ensure the best possible outcomes for all children in Manitoba.

The purpose of this document is to ensure parent child coalitions operate as expected, investing HCMO-funding effectively and as intended consistently across the province, while still taking into account the unique contexts of their communities.

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ABOUT HEALTHY CHILD MANITOBA

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Introduction

We know that children who grow up in safe, nurturing environments have better success throughout their lives. Parents have the most important impact on their child's healthy development. There is strong evidence that healthy brain development relies on positive stimulation and nurturing, proper nutrition and good health in the earliest years of life. We recognize that addressing early childhood care and learning works best when parents, communities and governments work together in partnership.

In Manitoba, this understanding has led to a child-centred policy framework built on two foundations: economic justice through financial supports; and social justice through community-based family supports.

Background

In March 2000, the Manitoba Government established Healthy Child Manitoba and the Premier created the Healthy Child Committee of Cabinet. The Healthy Child Committee of Cabinet develops and leads child-centred public policy across government and ensures interdepartmental cooperation and coordination with respect to programs and services for Manitoba's children and families. The existence of the Healthy Child Committee of Cabinet signals healthy child and adolescent development as a top-level policy priority of government.

The Ministers on the Healthy Child Committee of Cabinet represent six areas of government: Manitoba Families (Chair); Manitoba Education and Training; Manitoba Health, Seniors and Active Living; Manitoba Indigenous and Northern Relations; Manitoba Justice; and Sustainable Development / Status of Women.

The Deputy Ministers of the six government partners comprise the Healthy Child Deputy Ministers' Committee. As directed by the Healthy Child Committee of Cabinet, the Healthy Child Deputy Ministers' Committee shares responsibility for implementing Manitoba's child-centred public policy within and across departments.

Healthy Child Manitoba is a prevention and early intervention strategy; Healthy Child Manitoba Office is the administrative body responsible for carrying out that strategy. Healthy Child Manitoba Office serves as staff and secretariat to the Healthy Child Committee of Cabinet and Healthy Child Deputy Ministers' Committee. Healthy Child Manitoba Office's primary responsibilities include research, program and policy development, evaluation, and community development. Healthy Child Manitoba also facilitates and liaises with the Provincial Healthy Child Advisory Committee, comprised of cross sectoral community and government representatives, that provides advice to the Chair of the Healthy Child Committee of Cabinet regarding the Healthy Child Manitoba strategy.

Healthy Child Manitoba Office falls within Manitoba Families. Minister Heather Stefanson and Deputy Minister John Leggat have both departmental (Families) and cross-departmental (Healthy Child

Manitoba and Social Innovation Office) responsibilities. By statute (The Healthy Child Manitoba Act), Minister Stefanson is Chair of the Healthy Child Committee of Cabinet.

The Healthy Child Manitoba Act was proclaimed in legislation on December 6, 2007. The legislation was implemented to:

- Continue the Healthy Child Committee of Cabinet, ensuring the ongoing leadership of all ministers whose portfolios or departments directly affect the lives of children;
- Formalize the roles and responsibilities of the Healthy Child Committee of Cabinet, the Healthy Child Deputy Ministers' Committee and the Healthy Child Manitoba Office;
- Recognize and formalize the role of parent child coalitions that promote positive parenting, literacy and learning, nutrition and physical health, and community capacity;
- Establish a Provincial Healthy Child Advisory Committee; and
- Ensure the government reports to the public every five years on the health and well-being of Manitoba's children.

Child-Centred Public Policy

Child-centred public policy places the best interests of children and youth first. Through a combination of financial and community-based family supports, Healthy Child Manitoba works to help families and communities raise healthy children and youth. Our continuum of supports extends through adolescence, with a priority focus on the most critical stages of early childhood development, conception through infancy and the preschool years. Research has shown that the growth and development of the brain during this period is rapid, extensive and has profound effects for children's intellectual, physical and social-emotional health. Brain development also depends upon the nurture and nutrition that children receive. The impact of the early years lasts for life.

Vision

The best possible outcomes for Manitoba's children.

Mission

Healthy Child Manitoba works across departments and sectors to facilitate community development for the well-being of Manitoba's children, families and communities.

Goals

Healthy Child Manitoba is a prevention and early intervention strategy aimed at achieving the best possible outcomes for Manitoba's children. To their fullest potential, Manitoba's children will be:

- Physically and emotionally healthy;
- Safe and secure;
- Successful at learning; and
- Socially engaged and responsible.

What Works

New research indicates that we can best achieve our goals through:

- Multi-year, early intervention for families: prenatal to 6 years, including home visiting and nutrition programs;
- High quality child care and preschool experiences; and
- A holistic, accessible, integrated system, involving partnerships with parents, children and youth, and communities.

HEALTHY CHILD MANITOBA CORE PROGRAMS

Based on research and best practice evidence, Manitoba has invested in the following programs and strategies through Healthy Child Manitoba:

Healthy Baby: Manitoba Prenatal Benefit

- The MPB is intended to help women meet their extra nutritional needs during pregnancy and to act as a mechanism to connect women to health and community resources in their area.
- Benefits can begin in the month a woman is 14 weeks pregnant and continue to the month of her estimated date of delivery.
- A woman qualifies for benefits if her net family income is less than \$32,000.00. Benefits are provided on a sliding scale based on net family income. The maximum number of benefits is 7 and the maximum benefit amount is \$81.41.
- Through a consent provided on the benefit application form, Healthy Child Manitoba Office connects women to Healthy Baby community programs and/or public or community health providers in their areas, providing women with access to prenatal care and support earlier in their pregnancies.

Healthy Baby: Community Support Programs

- Delivered through community-based partners, programs are designed to assist pregnant women and new parents in connecting with other parents, families and health professionals to ensure healthy outcomes for their babies.
- Offers family support and informal learning opportunities via group sessions and outreach.
- Provides practical information and resources on maternal/child health issues, prenatal/postnatal and infant nutrition, breastfeeding, healthy lifestyle choices, parenting ideas, infant

development and strategies to support the healthy physical, cognitive and emotional development of children.

- Encourages early and regular prenatal care, brings nutrition to life through cooking activities and snacks, builds parents' confidence and awareness of health and parenting choices, and fosters awareness of babies' nurturing needs.
- For more information about Healthy Baby: Manitoba Prenatal Benefit and Community Support Programs, visit: <http://www.gov.mb.ca/healthychild/healthybaby/intro.html>

Families First

- Community-based, intensive home visitation program offering information and support to families prenatally and with children from birth to Kindergarten.
- Delivered across Manitoba through the public health program of Regional Health Authorities, Families First links and integrates with related services in communities.
- A universal screen following every live birth in Manitoba identifies families who may benefit from additional support. The subsequent Parent Survey process guides public health staff in determining the level of support most complementary to each family's situation, including home visiting.
- Long term support is provided by paraprofessional home visitors who establish trusting, nurturing relationships with families, promote problem-solving skills and assist in strengthening the families' support system.
- For more information about the Families First program, visit: <http://www.gov.mb.ca/healthychild/familiesfirst/index.html>

Triple P: Positive Parenting Program

- A world renowned evidenced-based parenting and family support strategy, Triple P is based on building strong, nurturing relationships, good communication and positive attention to help children develop.
- Triple P aims to prevent severe behavioural, emotional and developmental problems in children by enhancing the knowledge, skills and confidence of parents.
- Designed as a training initiative to broaden the skills of the current service delivery system, training is offered to practitioners in all sectors including health, social services, education, early learning and child care, etc.
- For more information about the Triple P: Positive Parenting Program, visit: <http://www.manitobatriplep.ca/>

Parent Child Coalitions

- Parent child coalitions bring together community strengths and resources within a geographic boundary or community, through partnerships with a variety of child, family and community programs and sectors. This approach promotes and supports community-based programs and activities for children and families, with a priority focus on the early years.
- For more information about Parent Child Coalitions, see the *Parent Child Coalitions* section of this manual, or visit: <http://www.gov.mb.ca/healthychild/parentchild/index.html>

Fetal Alcohol Spectrum Disorder (FASD) Prevention and Support Services

- A Provincial FASD Strategy was announced in 2007. Healthy Child Manitoba provides the leadership for the overall Strategy.
- Healthy Child Manitoba provides grants to a number of agencies to support programs and initiatives related to the strategy goals of prevention, intervention and support.
- A cornerstone of the strategy is the Insight Mentoring Program. The Insight Mentoring Program is a 3-year preventative initiative delivered by community agencies and / or RHAs where mentors work intensively with women who have used alcohol and/or drugs heavily during pregnancy and have had little or no success in other community programs and services.
- For more information about FASD Prevention and Support Services, visit: <http://www.gov.mb.ca/healthychild/fasd/index.html>

Middle Childhood Adolescent Development

- Healthy Child Manitoba provides grants to a number of agencies to support programs and initiatives for children and youth aged 6 – 18 years, and their families. Providing school-aged children and youth with access to quality programs helps support their healthy development during these critical years.
- The Middle Childhood portfolio focuses on children aged 6 – 12 years. For more information about middle childhood programming, visit: <http://www.gov.mb.ca/healthychild/mcad/middle.html>
- The Adolescent Development portfolio focuses on youth aged 13 – 18 years. For more information about adolescent programming, visit: <http://www.gov.mb.ca/healthychild/mcad/youth.html>

HEALTHY CHILD MANITOBA POLICY DEVELOPMENT, RESEARCH AND EVALUATION

Healthy Child Manitoba's Provincial Research and Evaluation Strategy focuses on measuring progress in child-centred public policy and assisting the Government of Manitoba in developing the most effective cross-sectoral mechanisms for achieving the best possible outcomes for Manitoba's children, families, and communities. Key components of the strategy include new community data initiatives (i.e. Early Development Instrument), provincial program evaluations, population-based research, specialized evaluations, and community capacity-building and knowledge exchange.

Early Development Instrument

- The Early Development Instrument (EDI) is a questionnaire (104 items) that is completed by Kindergarten teachers for each of their students. EDI data is collected in all 37 Manitoba provincial school divisions on a biennial province-wide mandate. Independent (private) and First Nations band-operated schools may elect to collect EDI data.
- The EDI provides a population-based, community-level measure of how well communities are preparing children in Manitoba for school.
- The EDI measures school readiness in five areas of early childhood development: Physical Health and Well-Being; Social Competence; Emotional Maturity; Language and Thinking Skills; and Communication Skills and General Knowledge.
- EDI results are shared with school divisions, parent child coalitions, communities, parents, the child care community, and Healthy Child Committee of Cabinet Ministers and departments. The EDI helps us answer the following questions:
 - Are Manitoba children getting what they need in their first years of life?
 - How ready are Manitoba's children when they begin school?
- Manitobans understand the importance of early childhood development and its impact on children's readiness for school. A considerable amount of children's success in school from Kindergarten through Grade 12 is determined well before they begin their schooling at age 5. Children's learning readiness at school entry is a good predictor of their school performance in later years, and of high school completion rates.
- Establishing a strong foundation for children before they start school is important for their successful lifelong learning and health. Investing in early childhood development is the most effective and cost-effective way to improve the overall quality of Manitoba's future population, and it continues to be a top priority for Manitoba.
- For more information about the EDI, visit: <http://www.gov.mb.ca/healthychild/edi/index.html>

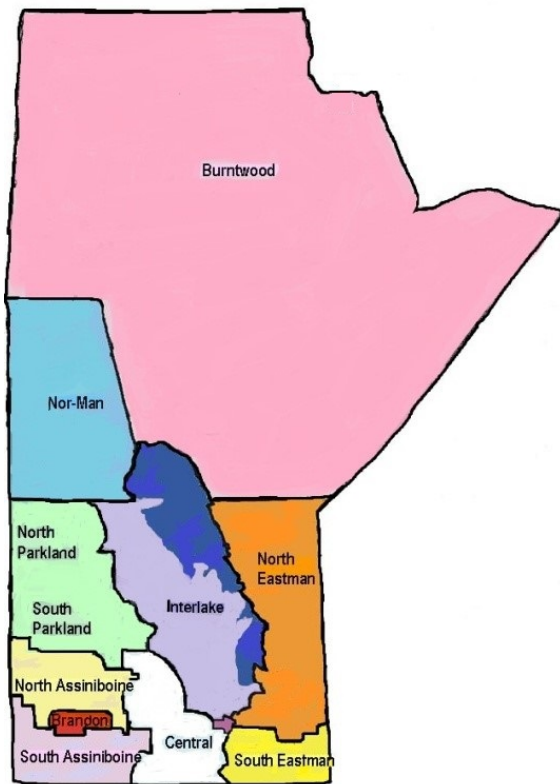
For information about other Healthy Child Manitoba programs, supports and strategies, visit: <http://www.gov.mb.ca/healthychild/programs/index.html>



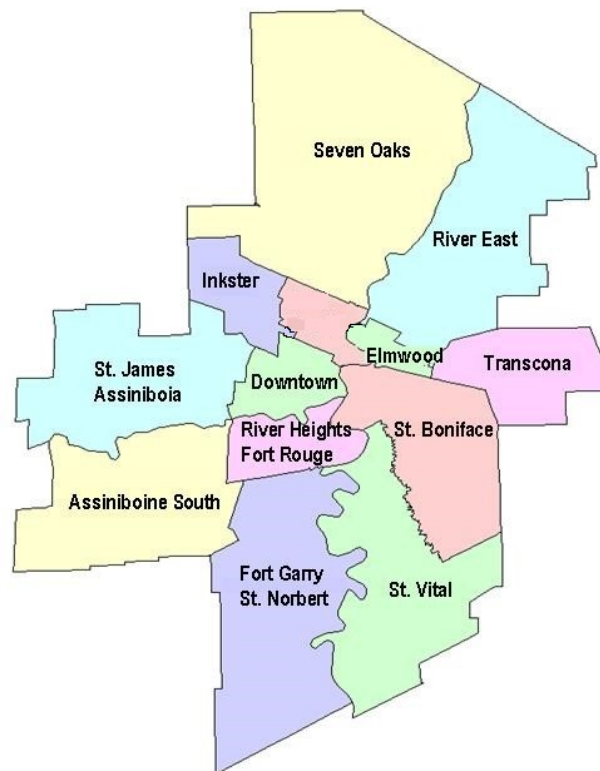
PARENT CHILD COALITIONS

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- Parent child coalitions bring together parents, early childhood educators, educators, health care professionals and other community organizations to plan and work collaboratively to support the healthy development of children aged prenatal to 6 years, with a priority focus on 1 to 4 years. Research shows that experience-based brain development in the early years affects learning, behaviour and health throughout the life course (The Early Years Study, 1999).
- Parent child coalitions support existing community programs for families with young children and develop new initiatives that reflect each community's diversity and strengths. Coalition partners encourage a broad range of services and programming for children aged prenatal to 6 years, with a priority focus on 1 to 4 years, and their families, based on the core pillars of positive parenting, nutrition and physical health, literacy and learning and community capacity.
- Recognizing that parents are the first, most important and most lasting teachers in a child's life, coalition activities create opportunities for parents and children to participate in quality programming together, and offer supports to families.
- Healthy Child Manitoba supports regional parent child coalitions within geographic boundaries, based on the Regional Health Authority Boundaries and Winnipeg Community Areas.
- There are 25 funded parent child coalitions province-wide: 12 regional coalitions outside Winnipeg, 12 coalitions within Winnipeg, and 1 cultural coalition that serves the needs of Francophone communities.



Regional Coalitions



Winnipeg Coalitions

Parent Child Coalition Primary Contact List

REGIONAL COALITIONS	
ASSINIBOINE NORTH	<p>Assiniboine North Parent Child Coalition Antoinette Gravel-Ouellette c/o Hamiota Health Unit 177 Birch Avenue, Hamiota MB R0M 0T0 Phone: 204.764.4232 Fax: 204.764.2379 Email: agravelouellette@pmh-mb.ca Web: www.anpccfamilies.ca</p>
BRANDON	<p>Brandon Healthy Families Team Vacant c/o Brandon School Division Office 1031 – 6th Street, Brandon MB R7A 4K5 Phone: 204.729.3132 Fax: 204.729.3125 Email: info@brandonhealthyfamilies.ca Web: www.brandonhealthyfamilies.ca</p>
BURNTWOOD	<p>Burntwood Parent Child Coalition Jamie Steeves c/o Northern Health Region 302-83 Churchill Dr, Thompson MB R8N 0L6 Phone: 204.677.2347 Fax: 204.778.9250 Email: jsteeves2@nrha.ca</p>
CENTRAL	<p>Healthy Child Coalition – Central Region Karyn Davis 234 Princess Av, Portage La Prairie, MB R1N 0R1 Phone: 204.856.1144 Email: hcc.centralregion@gmail.com Web: www.healthychildcentralregion.ca/</p>
INTERLAKE	<p>Interlake Early Childhood Development Coalition</p> <p>Northern: Tara Schoenberger Building Blocks: North Interlake Early Child Development Coalition c/o Lakeshore School Division Box 100, Eriksdale, MB R0C 0W0 Phone: 204.268.0471 Fax: 768.3656 Email: tara_175@hotmail.com</p> <p>Southern: Janaya Tomchuk Family Connections: South Interlake Early Child Development Coalition c/o Lord Selkirk School Division 205 Mercy Street, Selkirk, MB R1A 2C8 Phone: 204.485.2275 Fax: 204.785.8124 Email: jtomchuk@lssd.ca</p>

NOR-MAN	<p>Nor-Man Regional Parent Child Coalition c/o Cranberry Portage Child/Family Resource Centre Inc. Box 212, Cranberry Portage, MB R0B 0H0 Phone: 204.472.3671 Email: nrpcc2014@gmail.com</p>
NORTH EAST	<p>Bright Beginnings – North East Parent-Child Coalition Melinda Ives 92 Third St. South, Beausejour MB R0E 0C0 Phone: 204.266-0662 Fax: 204.268.9490 Email: hbcoordinator@hotmail.com Web: www.brightbeginningsmanitoba.ca</p>
NORTH PARKLAND	<p>Better Beginnings: North Parkland Parent Child Coalition Vacant c/o Swan Valley School Division Box 995, Swan River MB R0L 1Z0 Phone: 204.734.4531 Fax: 204.734.2273 Email: sdburnside@svsd.ca Web: www.svsd.ca/betterbeginnings</p>
SOUTH ASSINIBOINE	<p>Promise Years Parent Child Program Stacey Vanbeselaere c/o Deloraine School 112 Lake St, Deloraine, MB R0M 0M0 Phone: 204.483.6240 Fax: 204.747.3956 Email: staceyvanbeselaere@shmb.ca</p>
SOUTH EAST	<p>Healthy Child Coalition – South East Andrea Klassen c/o Southern Health/Santé Sud 365 Reimer Avenue, Steinbach MB R5G 0R9 Phone: 204.346.6698 Fax: 204.346.1046 Email: aklassen@southernhealth.ca Web: www.healthychildcoalition.ca</p>
SOUTH PARKLAND	<p>South Parkland Healthy Child Coalition Wendy De La Mare 4th Flr., 27 2nd Avenue SW, Dauphin MB R7N 3E5 Phone: 204.638.6256 Fax: 204.638.6558 E-mail : w.delamare@hotmail.com</p>
WINNIPEG COALITIONS	
ASSINIBOINE SOUTH	<p>Assiniboine South Early Years Team Sharon Barker c/o Pembina Trails School Division 450 Laxdal Road, Winnipeg MB R3R 0W4 Phone: 204.885.0738 Fax: 204.889.6665 Email: sbarker@pembinatrails.ca</p>

DOWNTOWN	<p>Communities 4 Families – Downtown Parent-Child Coalition Ingrid Peters Derry 823 Ellice Avenue, Winnipeg MB R3G 0C3 Phone: 204.475.5755 Fax: 204.487.3630 Email: ingrid@communities4families.ca Web: www.communities4families.ca</p>
ELMWOOD	<p>Together in Elmwood, a Parent Child Coalition (TIE) Leilani Esteban 180 Poplar Avenue, Winnipeg MB R2L 2C3 Phone: 204.890.3282 Email: together-in-elmwood@live.ca</p>
FORT GARRY / ST. NORBERT	<p>Fort Garry/St. Norbert Healthy Child Coalition Robyn Chase c/o Access Fort Garry 135 Plaza Dr, Winnipeg MB R3T 5K8 Phone: 204.299.1600 Fax: 204.284.9315 Email: coordinator@fgsn.ca Web: www.fgsn.ca</p>
FORT ROUGE / RIVER HEIGHTS	<p>Families Forward: Fort Rouge/River Heights Parent Child Coalition Carrie Costello c/o Bethel Mennonite Church 465 Stafford Street, Winnipeg MB R3M 2E2 Phone: 204.791.0956 Email: familiesforward@swfic.org Web: http://families-forward.com/</p>
INKSTER	<p>Inkster Parent-Child Coalition Corey Mohr c/o Nor'West Co-op Community Health Centre, Access Norwest 785 Keewatin Street, Winnipeg MB R2X 3B9 Phone: 204.938.5997 Fax: 204.938.5994 Email: cmohr2@norwestcoop.ca Web: www.norwestcoop.ca</p>
RIVER EAST / TRANSCONA	<p>River East / Transcona Early Childhood Matters Parent Child Coalition Kim Campbell c/o River East Transcona School Division Educational Resource Centre 95 Bournais Drive, Winnipeg MB R2C 3Z2 Phone: 204.669.9412 ext. 2941 Fax: 204.669.9428 Email: kcampbell@retsd.mb.ca</p>
SEVEN OAKS	<p>Seven Oaks Early Years Coalition Shelley Warkentin Seven Oaks Early Years Coalition 375 Jefferson Avenue, Winnipeg MB R2V 0N3 Phone: 204.586.8061 Email: shelley.warkentin@7oaks.org</p>

ST. BONIFACE	St. Boniface Coalition Tammy Favreau c/o Louis Riel School Division 50 Monterey Road, Winnipeg MB R2J 1X1 Phone: 204.253.2680 ext. 61438 Email: tammy.favreau@lrsd.net
ST. JAMES / ASSINIBOIA	St. James-Assiniboia Parent Child Coalition Sandra Doell 1 Braintree Crescent, Winnipeg MB R3J 1C7 Phone: 204.998.8400 Email: familyresource@sjsd.net Web: www.sjapcc.ca
ST. VITAL	St. Vital Parent Child Coalition Mandy Safronetz c/o Youville Centre Unit 6 – 845 Dakota Street, Winnipeg MB R2M 5M3 Phone: 204.612.4512 Email: stvitalpcc@gmail.com Web: www.stvitalpcc.ca/index.html
FRANCOPHONE COALITIONS	
COALITION FRANCOPHONE DE LA PETITE ENFANCE	Coalition francophone de la petite enfance du Manitoba Joanne Colliou c/o Fédération des parents du Manitoba (FPM) 2-622B avenue Tache, Winnipeg MB R2H 2B4 Phone: 204.237-9666 poste 202 Fax: 204.231-1436 Email: coalition@cpefmb.org Web: www.fpm.com

Coalition Membership

Parent child coalitions bring together community partners for a variety of purposes, including:

- Creating a shared vision to support children and families at a community level,
- Developing a community network for information and resource sharing,
- Increasing the quality, accessibility and responsiveness of community services,
- Sharing community level EDI results,
- Mapping available community resources,
- Identifying community strengths and opportunities,
- Enhancing access to resources (space, personnel, materials),
- Integrating policies and services,
- Sharing funding, and
- Reducing duplication of services.

Governments and communities share responsibility for ensuring that parent child coalition activities achieve optimal outcomes and are delivered in a cost effective manner. Who coalitions have working around the coalition table will have a profound impact on how well they are able to meet coalition goals, objectives and mandate.

Parent child coalitions strive to include gender-based balanced representation. Members do not necessarily need to be from or related to early years sectors. Early childhood development is everyone's business, and input from other areas such as youth, justice, cultural organizations, elders groups and child welfare authorities can provide insight into coalition activities chosen for investment.

Parent child coalitions engage a variety of community partners, including representation from:

- Parents, Elders and area residents,
- School Divisions*,
- Public Health Services*,
- Early Learning and Child Care Community*,
- Healthy Child Manitoba Partner Departments,
- Friendship Centres,
- Child and Family Services,
- Community-based organizations,
- Indigenous peoples and organizations,
- Newcomer, refugee and immigrant peoples and organizations,
- Children's advocates,
- Business or civic leaders,
- Cultural and/or faith-based organizations,
- Libraries,
- Recreation services,
- Police services, and
- Local political leaders and others.

** All coalitions must include representation from public health, education and child care.*

Parent child coalitions are intended to bring together community strengths to plan and work collaboratively to support the healthy development of children aged prenatal to 6 years, with a priority focus on 1 to 4 years. Central to meeting the mandate of the Parent Child Coalition program are the goals and guiding principles that serve as a solid foundation and shape what parent child coalitions do.

Coalition Goals

- To support early child development through parent child activities that build upon and enrich existing programs or introduce new programs to address identified gaps in services or resources for families of children aged prenatal to 6 years, with a priority focus on 1 to 4 years.
- To build and nurture healthy and productive relationships with children, families and communities.
- To promote healthy outcomes for children and families through the priority activities of positive parenting, nutrition and physical health, learning and literacy, and community capacity building.
- To engage diverse community partners in a shared vision to support healthy children, families and communities.
- To establish a working coalition of diverse community stakeholders to share expertise, experience and resources and to work together to identify and address community needs and priorities.
- To share local level Early Development Instrument (EDI) results and other data with coalition partners to help communities make informed decisions about how to support the healthy development of young children in their region.

Guiding Principles

Parent child coalition programs strive to meet the following principles in their ECD efforts:

- **Community-based** – Communities are partners with government in the provision of supports for children and families. Partnerships and collaboration for service delivery build on existing community networks and foster new networks. The most effective approach for building self determination and healthy communities is developing strong community relationships and services sensitive to the local capacities and needs of children and families.
- **Inclusive** – Programs and services invite and welcome the participation of all children and their families, with sensitivity to their traditions, cultures, languages and abilities.
- **Comprehensive** – A spectrum of services, across sectors, is available to support families and the healthy development of children.
- **Integrated** – Program and planning and service delivery are coordinated across sectors to provide the best possible integration of supports for the specific needs of each child and family. Local community agency networks are utilized for integrated service delivery in all parts of the community area or region.
- **Accessible** – Services and programs are available and accessible to families and their children at no cost.

- **Quality Assurance** – Programs follow play-based, developmentally-appropriate practices and adhere to the guidelines outlined in *On the Road to Best Practice: Recommended Guidelines for Parent Child Programs* (<http://www.gov.mb.ca/healthychild/parentchild/guidelines.html>).
- **Publicly Accountable** – Governments and communities share responsibility for ensuring that coalition activities achieve intended outcomes and are delivered in a cost-effective manner.

Parent Child Activities

“Parents are their children’s first and most important teachers ... and their first and most important nurses, coaches, safety officers, nutritionists and moral guides. They are also their children’s first and most important advocates and care coordinators.” (Charles Bruner)

Recent research in the area of early child development has heightened awareness about the critical importance of children’s earliest experiences. Parent child coalitions have the opportunity to connect with children and their families during the critical period of early years development before children reach school-age. Parent child coalitions play an integral role in helping to prepare children for educational and future success.

Parent child coalitions DO NOT support activities in which children are dropped-off for programming on their own. Rather, they support programs and services for families with young children (prenatal to 6 years, with a priority focus on 1 to 4 years), that provide culturally-appropriate activities involving children, parents and other caregivers. A variety of child-centred and/or parent-oriented activities are encouraged, recognizing that families have the primary and most significant impact on children’s development.

Coalitions strive to provide and support quality early learning experiences for children and families within their communities. All programs supported by Coalitions should adhere as closely as possible to the relevant sections of the guidelines in *On the Road to Best Practice: Recommended Guidelines for Parent Child Programs* (<http://www.gov.mb.ca/healthychild/parentchild/guidelines.html>).

Parent child coalitions support early childhood development through parent-child activities that are responsive to existing and emergent needs in the community. The focus of all coalition activities serve to build the capacity of parents/caregivers in their parenting abilities and fall within the priority areas of:

- **Positive Parenting** – Activities to support and enhance parents’ ability to nurture the healthy development of their young children, (i.e. parent education programs, parent support groups, information and referral services, parent child groups and activities, toy and resource libraries, drop in activities).
- **Nutrition and Physical Health** – Activities to promote healthy, active lifestyles through education and community supports (i.e. parent education programs, nutrition guidance, community kitchens, activities promoting physical activity and fitness, injury prevention).
- **Learning and Literacy** – Activities to support the learning success of children through opportunities to improve family literacy and participate in quality early childhood experiences which are developmentally appropriate and play-based (i.e. creative play and recreation).

programs, reading, writing and storytelling activities, parent child drop-in programs, lending libraries).

- **Community Capacity-Building** – Activities to build community capacity through leadership opportunities, volunteering and community service (i.e. education, networking, exchanging information on research and best practice, engaging community in planning programs and services).

Research and Evaluation

Parent child coalition activities are determined through community consultation, needs assessment, and evidence-based practice. Province-wide data from the Early Development Instrument is available for use by coalitions in their planning processes, along with RHA Community Health reports, Healthy Baby reports and Families First reports. Coalitions are encouraged to reflect upon local-level data results to help make informed decisions about their early years investments.

EDI results are important because they:

- Report on populations of children in different communities;
- Assess the strengths and needs of children’s communities;
- Provide information about how well communities are preparing Manitoba’s children for school; and
- Enable communities to align programs and policies for children and parents, based on their identified strengths and needs.

Evaluating the effectiveness of programming and determining the needs of the community is an important component of the parent child approach. Parent child coalition evaluation and value for money assessment may include:

- Reflection on EDI results;
- The distribution, collection, and analysis of process surveys, including measures of community context, parent child activities, and system integration; and
- Collection and analysis of program specific data, including feedback from parents and caregivers on a regular basis, using tools such as FRP Canada’s eValuation (<http://www.frp.ca/>).

Networking and Professional Development

- **Council of Coalitions** – representatives (Coordinator and Chair or an alternate for the Chair) from each of the 26 parent child coalitions across the province meet regularly for training and professional development opportunities. This network is committed to providing an ongoing structure for the sharing of information and best practices among parent child centred coalitions, and serving as an informal advisory group to Healthy Child Manitoba with respect to issues involving the regional coalitions. Members of the Council of Coalitions also serve on the Provincial Healthy Child Advisory Committee. Coalitions share resources and information on the Council of Coalitions website: <http://www.mbparentchild.com/parent-child-programs/>

- **The National Child Day Forum** –hosted by Healthy Child Manitoba, for representatives of regional parent child coalitions and community partners from a variety of government and community sectors. The forum presents an opportunity to learn from renowned experts in the field of early child development and to acknowledge the work of community initiatives. When offered, the forum is held in November, prior to National Child Day (November 20th).



ADMINISTRATION AND FINANCE

ADMINISTRATION AND FINANCE

Funding

To receive annual funding support, parent child coalitions will:

- Reflect the vision, mission, and guiding principles of Healthy Child Manitoba;
- Develop Terms of Reference for the coalition, including roles, responsibilities, and expectations of members and sub-committees; decision-making processes and requirements; safety planning processes and requirements (i.e., incident reporting; transportation policies; and conflict of interest policies);
- Identify a non-profit, incorporated organization that is a member of the coalition, to serve as the banking organization and, in most cases, the employing authority for the coalition;
- Focus on the early years (prenatal to 6 years, with a priority focus on 1 to 4 years), with an emphasis on bringing young children and their parents/caregivers together for quality, play-based, culturally-appropriate activities;
- Focus on a balance of activities that address the core pillars of positive parenting, nutrition and physical health, learning and literacy, and capacity building;
- Ensure that all coalition-funded programs and activities meet all applicable guidelines, as outlined by Healthy Child Manitoba in *On the Road to Best Practice: Recommended Guidelines for Parent Child Programs* (Parent Child Program Checklist should be provided to grant recipients and a signed copy retained by the coalition);
- Ensure that any funding to outside organizations is provided to non-profit, incorporated organizations and that adequate liability coverage (\$2,000,000) is in place;
- Develop clear funding criteria and guidelines for funded organizations;
- Ensure that all financial decisions are discussed and approved by the coalition membership, as a whole;
- Regularly review the Council of Coalitions website and submit to HCMO and website manager updated copies of required documents (Terms of Reference, strategic plans, position descriptions, etc.) to ensure the coalitions' information on the Members Only website is current; and
- Submit required reports outlining the previous years' activities and plans for the coming year, including:
 - Status and Activity Report
 - Annual Planned Budget
 - Planned Staffing Report
 - Semi-annual Financial Report
 - Semi-annual Program Progress Report
 - Year End Financial Report
 - Final Program Progress Report
 - Final Staffing Report

Schedule of Payments

It is the intent of Manitoba to adhere, as closely as possible, to the following schedule of payments on an annual basis:

- a quarterly advance as early in the new fiscal year as practical; and
- quarterly payments in July, October and January.

Reporting

Parent child coalitions are required to submit planned, semi-annual and Year End reports detailing coalition spending and activities. As early in each new fiscal year as practical, HCMO will distribute to coalition chairs and coordinators the reporting templates that must be completed, verified and certified as accurate, and submitted to HCMO by each coalition.

Instructions on how to complete required reporting templates may be found at the bottom of each reporting template. However, to further assist parent child coalitions with ensuring that the required reporting templates are completed correctly and in a timely manner, following are some directional notes for reference:

Cashflow and Expenditure Report

- The Cashflow and Expenditure report is a one-year living document. As such, coalitions must use the same financial report for the entire fiscal year, and they should not adjust the figures in the columns, but add figures to subsequent columns.
 - At the start of the fiscal, fill in Column A x2 (planned spending for the full year, and planned spending for the first half of the fiscal).
 - At the semi-annual/6-month reporting, fill in Column B x2 (actual expenses to date, and planned spending for remainder of the fiscal). The second Column B figures (projection for remaining six months of fiscal) may be adjusted to accommodate changes to initial investment plans.
 - At Year End, fill in Column C (actual expenses for last half of the fiscal).
 - Column D auto fills, based on Column A, B and C figures. The template also generates the actual surplus amount that will be reported on the following fiscal's planned financial report.
- The financial report must report only on the HCMO funds received. HCMO is interested in knowing what parent child coalitions did with the HCMO funds they received.
- The financial report must be completed in full, including coalition name, banker name, allocation amount, surplus amount from previous fiscal, projected and actual funds (both columns) and verification information.
- The financial report must be signed off/verified by the banker – not the coordinator; the Coordinator should not be held accountable for the funds received from HCMO. While the coordinator may help to complete the financial report, the verification indicates the banker has reviewed the figures and confirmed that they are a true and accurate reflection of how HCMO funds were spent by the coalition.
- Save each electronic copy of the financial report as follows: coalition name of report – type of submission fiscal year (i.e., *'Winnipeg PCC Fin Rpt – Planned 2016-17'* / *'Winnipeg PCC Fin Rpt – Semi-annual 2016-17'* / *'Winnipeg PCC Fin Rpt – Final 2016-17'*).

- Submit reports electronically to Ruby and copy your primary HCMO contact (either Lisa Murdock or Catherine Cooke) on the email submission.
- Coalitions are advised to work closely with their banker to stay on top of their budget and help track funds in relation to their activities.
- The 6-month report provides an opportunity for coalitions to take stock of activities and funding remaining. If activities planned in first six months have not occurred, coalition may evaluate how to best use any anticipated surplus funds and reallocate within the budget as necessary.
- If coalitions anticipate having excess surplus funds at Year End, report this to your primary HCMO contact as soon as possible. HCMO will hold back those funds at 3rd or 4th quarter to ensure there are no excess surplus funds on the coalition's budget at Year End. It should be noted that repeated excess surplus/lapsing funds at Year End will result in a reduction adjustment to the coalition's annual grant allocation.
- Generally, excess surplus funds will lapse at Year End, and be directed to support other program areas where there is a one-time shortfall. Excess surplus may be carried over, if approval has been obtained from HCMO. In this case, coalitions must submit to HCMO a written plan and proposed budget detailing why there is an excess and how the coalition proposes to use the funds.
- In the likely event that the 1st quarter grant allocation will be delayed, coalitions are recommended to hold up to two Salaries and Benefits disbursements from their annual HCMO budget, to meet payroll obligations and other emergent needs. In this instance, make reference to the rationale for unspent funds in the final program progress report.

Program Staffing Report

- The Program Staffing report should reflect only parent child coalition staff (those on the coalition payroll) and dollar amounts from the coalition budget used to support coalition staffing costs.
- The amounts reported on the staffing report must coincide with the amounts reported on the Salaries and Benefits portion of the Cashflow and Expenditure report.
- Save each electronic copy of the program staffing report as follows: coalition name of report – type of submission fiscal year (i.e., *'Winnipeg PCC Staffing Rpt – Planned 2016-17'* / *'Winnipeg PCC Staffing Rpt – Final 2016-17'*).

Program Progress Report

- The Program Progress report is a narrative of coalition activities carried out to date. It should demonstrate a clear link between funds spent to date and activities carried out, including any statistics and summaries of participant feedback that have been collected.
- Narratives include successes, challenges, and lessons learned. The report should highlight new initiatives, partnerships, notable events or changes, and upcoming plans and opportunities, particularly within the community.
- The report provides a snapshot of how coalitions used HCMO funds and the impact of coalition activities on their community. The program progress report also provides an opportunity for coalitions to identify gaps.
- The program progress reports help HCMO know not only how the Province can better support their coalitions, but also what's happening in the communities throughout the province. Coalitions act as the eyes and ears in the community, not only for HCMO to know what is happening with families, but also for the Province to keep informed of developing issues within communities.

- Identifying challenges will not present risk to parent child coalition funding. Knowing about challenges and struggles – and even success stories – tell HCMO where supports for children and families are needed, and what investments are doing well or could be doing better.
- Save each electronic copy of the program progress report as follows: coalition name of report – type of submission fiscal year (i.e., *'Winnipeg PCC Prog Progress Rpt – Semi-annual 2016-17 / 'Winnipeg PCC Prog Progress Rpt – Final 2016-17'*).

Status and Activity Report

- The Status and Activity report is completed and submitted once each fiscal, at Year End. It provides detailed information about parent child coalitions, including coalition contact information, membership, partnerships in the community, spending, programs and other activities supported by each coalition.
- Because the status and activity report presents a complete picture of how each coalition is organized and operates, and how and where coalitions and their partners are making investments in early childhood development, these reports are essential for information sharing within HCMO and across the Province.
- There should be a clear link between the coalition funds spent and activities carried out. The dollar amounts reported on the status and activity report must coincide with the Funding to Organizations section of the Cashflow and Expenditure report.
- The amount of funding spent/invested in each initiative must be included in the status and activity report. Coalitions should only include dollar amounts spent in the community that are not identified in the coalition program budget.
- If coalitions run direct programming, the dollar amounts do not need to be included in the status and activity report, because these amounts are reported in the coalition's programming budget. However, all other information required for each activity must be completed, regardless of whether programming is run directly or through a grant recipient.
- Partnerships and shared funding can be included in the narrative for each investment, along with numbers illustrating the children and families served by each activity. Coalitions should be mindful of whether investments are effective in achieving coalition/HCMO goals and to what degree.
- Tracking attendance and recordkeeping is one way to assess the value of coalition investments. In doing so, it is important to track unique individuals to measure coalition reach and average attendance to measure interest and engagement.
 - If one organization receives one coalition grant to provide a program to multiple communities or sites, coalitions can list one grant for the program and the organization, with the communities and tracking numbers indicated in the description.
 - If the same organization receives additional coalition funds to deliver a different program, the organization and grant amount should be listed as a separate activity.
 - If multiple organizations receive separate grants to deliver the same program, coalitions should list each program, organization and grant amount, separately.
- Save each electronic copy of the status and activity report as follows: coalition name of report – type of submission fiscal year (i.e., *'Winnipeg PCC SAR Rpt 2016-17'*).

Coalition Expenses

The eligible and non-eligible expenses listed below reflect an acceptable use of coalition funds. While these lists are specific to coalition spending practices, they may be used as a reference to guide coalition investments and appropriate grant funding to organizations.

All grant funding totaling \$5,000 and over (per organization, regardless of number of different programs offered or program sites served) must be pre-approved by Healthy Child Manitoba.

Eligible Expenses

- Coalition personnel
- Facilitator fees
- Child-minding costs
- Criminal Record/Child Abuse Registry checks
- Gift certificates for honoraria¹.
- Rental of space and utilities
- Insurance
- Program equipment and supplies for coalition use
- Office equipment for coalition use
- Office expenses
- Travel expenses for coalition membership meetings
- Early childhood related training and professional development².
- Food costs for program participants
- Audit and bank charges
- Communication costs
- Meeting costs
- Grant funding to organizations

Non-Eligible Expenses

- Capital purchases, such as land or buildings
- Major renovations and equipment (i.e., playgrounds)
- Personal identification (i.e., birth certificates, SIN cards)
- Budget deficits
- Contribution to operating costs of government-funded programs (i.e. schools, licensed child care)³.
- Duplication of existing community programs (i.e. home visiting)
- Private, individual lessons or one-on-one sessions, such as outreach and home visiting programs
- Private transportation and taxi/mileage expenses for program participants⁴.
- Sacred and/or cultural gatherings (i.e. pow-wows)
- Food programs, such as school- and child care-based breakfast, lunch and snack programs⁵
- Salaries for community agency staff or “replacement” funding for staffing costs (double- dipping)^{6,7}.
- School-aged or teen-focused activities
- Sole funding, despite opportunities for cost-sharing
- Investing in particular agencies/areas, to the exclusion of others throughout the region/community area
- Repeat, high-cost and/or one-day events, or family-focus initiatives, that do not directly support early child development of children, prenatal to 6 years, with a priority focus on 1 to 4 years, within the context of the parent-child relationship (i.e., yoga or cooking classes, family camps/retreats, giveaways, gift basket programs, and other discretionary items)⁸.

Notes on Coalition Expenses:

¹. Gift certificates for honorarium may be provided to individuals who assist with directly delivering parent child coalition programs and services. Program participants are not eligible to receive honourarium.

². Healthy Child Manitoba does not provide parameters or restrictions on regional or out-of-province travel for professional development; however, parent child coalitions must demonstrate a strong rationale and community (vs. individual) benefit to justify travel expenses for professional development. Participants attending any professional development opportunities must be in a position to broadly share and immediately utilize the knowledge gained.

- ³. Coalitions may provide support to licensed child care facilities and schools for early years parent-child activities offered outside the organization's usual business operations.
- ⁴. Parent child coalitions must determine if providing funding for public transportation costs is the best use of coalition funds to meet the mandate of improving outcomes for children aged prenatal to 6 years, with a priority focus on 1 to 4 years. Coalitions must ensure they balance the amount of funds used for direct program delivery with discretionary items that reduce barriers to participation (emphasizing the former and placing limits on the latter), as well as ensuring partnerships and shared costs. Any transportation costs supported by coalitions must address access to coalition programs for those who need it (equity vs. equality), regardless of direct delivery, coalition-funded or partnered programming.
- ⁵. Grants are available through Breakfast for Learning, The Winnipeg Foundation's Nourishing Potential Fund, Healthy Together Now!, Child Nutrition Council of Manitoba (supported by the Northern Healthy Foods Initiative), and Breakfast Clubs of Canada (provides support to First Nations schools). The application deadline for most granting organizations is April, before the start of the new school year.
- ⁶. Grant funding to organizations is intended to be one-time funding, which may or may not be repeated. Providing core funding for a salaried position is not in the best interests of either the coalition or the funded organization, as this 1.) sets up the agency's reliance on and expectation for continued annual funding to support staffing costs, and 2.) impacts the coalition's ability to respond to emergent needs. Coalitions must maintain the ability to respond to community needs, as they arise.
- ⁷. Parent child coalition funding to community organizations may be used to support staffing costs if: 1.) New or additional staff are required outside the organization's usual business operations; 2.) Partnerships are present; and 3.) Coalitions demonstrate early childhood development activities are being carried out to support healthy brain development of children aged prenatal to 6 years, with a priority focus on 1 to 4 years, within the context of the parent-child relationship.
- ⁸. Family events may only be funded by parent child coalitions if the majority of participants are children aged prenatal to 6 years, with a priority focus on 1 to 4 years, and their parents/caregivers. The focus of the activity is on early childhood development. There must be a clear rationale for how the funding is being used to promote early childhood development in the community. If there is shared funding, these parameters could be expanded to incorporate a more general family focus, but the coalition's share of the contribution should support the early years portion of the event.

Program and Funding Considerations

Decisions regarding coalition activities and use of coalition funds are made collaboratively by the coalition membership, as a collective. Representatives around community-led parent child coalition tables, as a group, decide how coalition funds are spent and what early childhood development activities are carried out. Many coalitions form smaller grants or finance committees to review all financial applications and documentation, and make recommendations for spending to the larger coalition membership.

Some coalitions provide direct programming; others provide grant funding to community organizations to support their work with young children and families. Regardless of which model the coalition follows, there are a number of things to consider when making decisions about coalition activities and spending:

- **Early Child Development** – The primary focus of parent child coalition activities is on the early years (prenatal to 6 years, with a priority focus on 1 to 4 years).
- **Parent Child Activities** – Parent child coalition activities strengthen the parent-child relationship and promote healthy development for young children to reach their full potential by providing opportunities for young children and their parents/caregivers to participate in quality, early learning experiences together. Coalition activities should include balanced investments between the four core pillars, based on the early childhood development needs of the community.

- **Community Responsiveness** – Programs and services, whether delivered directly by parent child coalitions or through funded-organizations, should reflect the cultural and linguistic diversity of the community and be ethno-culturally-appropriate for the families served. Appropriate supports and expertise should be available to allow all young children to participate fully, regardless of physical, developmental, language, learning or behavioural abilities.
- **Sustainability** –Parent child coalition funding to community organizations is one-time funding, intended to be flexible and responsive to changing community needs. Issues of sustainability, expectations for continued funding, and the coalition’s ability to respond to emergent needs must be addressed.
- **Partnerships** – Community organizations should not become reliant on parent child coalitions for sole-source funding. Community partners should be involved in coalition activities, and there should be shared investment between the coalition and project partners.
- **Equity** – Parent child coalitions should strive to work in community partnerships to promote and encourage access to quality, early childhood activities in all areas within their geographic boundaries.
- **Accountability** – Grant recipients must be held accountable for the funds received from parent child coalitions, both in terms of how the money was spent and whether there are any monies remaining upon completion of their program.
- **Conflict of Interest** – Regardless of reason or intent, issues concerning funding decisions that are made by coalition members may arise. Coalitions should develop a conflict of interest policy to guide coalition members when and how to declare in order to address any conflicts of interest.
- **Impact of Investment** – When making decisions regarding spending and activities, parent child coalitions should consider the impact of their investments, which should guide coalitions in determining whether to continue or change supported activities and investments:
 - Are the funding dollars achieving what is intended? How does the coalition know these investments are working to improve outcomes for young children?
 - What is the coalition’s process for looking at activities in the region and choosing where and how to invest?
 - Equity vs. equality?
 - Is the coalition reaching its most vulnerable community members? Are they represented around the coalition table?
 - Do coalition records (i.e., attendance of unique individuals vs. recounting repeat attendance) and activity outcomes indicate value in coalition investments?
 - Is the coalition getting value (proven and effective results) for their money, based on outcomes data?

Promotion of Parent Child Coalition Activities

Printed materials and public presentations should include the organization's program name. The official HCM logo must not be used on anything that is not produced by Government. Coalition materials should include the tag line, *"Supported by Healthy Child Manitoba – Putting children and families first"* (with the exception of provincial materials, which bear the HCM logo).

A primary contact person (usually the Coalition Coordinator) will be designated, and contact information will be posted on the HCM website as well as the Council of Coalition website, for the purpose of public inquiries.

HCMO recommends that coalitions maintain a separate phone number specific for the use of the coalition, which is accessible to the public.

Coalition Staff

If a parent child coalition chooses to hire a coordinator and/or programming staff to conduct the business of the coalition and/or offer parent child programming, the contract or employment agreement must be with a non-profit, incorporated member of the coalition. Since parent child coalitions are not incorporated legal entities, they cannot enter into any type of contractual agreements, including employment contracts with coalition staff.

It is recommended that the coalition banker assume the role of employing authority on behalf of the coalition. The coalition, in collaboration with the banker (the employing authority for coalition staff), is responsible for developing the employment agreement for coalition staff. The banker should have the infrastructure to support the human resource needs of coalition staff. *(Note: Indemnification does not extend to direct employer liabilities.)*

The coalition is responsible for developing a job description and accountability measures for coalition staff. The coalition chair, or an appointed coalition member or sub-committee of the coalition, will provide ongoing direction, supervision and support to coalition staff.

The coalition also is responsible for developing wage scale guidelines for coalition staff. HCMO recommends that coalitions use the most recent MCCA Salary Scale Guidelines as a starting point in deciding the wage for the coalition coordinator, program facilitators, childminders, and any other staff of the coalition. These guidelines generally are reflective of the work of coalition staff. From these guidelines, parent child coalitions could develop a suitable salary for coalition staff. Consideration should be given to whether the staff role is a relatively simple administrative role, involves more community development, requires program delivery, or includes supervision of other staff.

Coordinators must work within the time allotted for the position to a maximum of 40 hours per week. A policy for flex time should be implemented if weekend/evening work is required for the position. Overtime, if allowed at all, should be an exception, and usually only due to in-kind employee policies (i.e., school division staff, RHA staff) where coalition staff are provided in-kind and coalition does not have direct control over the HR policy. If OT is allowed, coalitions must cap the number of hours the coordinator can bank and implement a short time period by which the accumulated overtime must be

used up. Banked hours should not be rolled over from year to year, and should be taken back hour for hour. Coalition Coordinators are generally required to flex time as needed to implement/support programming as part of the job requirement.

Wherever possible, office space should be made available for the Coalition Coordinator, as in-kind support from a partner agency. Files and financial records must be maintained in a secure and confidential manner (See: *On the Road to Best Practice: Record Keeping*). A computer and separate phone line must be available for coalition use, and a complete record of the history of the organization maintained, including terms of reference, minutes of meetings, membership lists, financial records, etc.

Employing Coalition Staff

It is important for coalitions and their banker organizations to determine whether a worker is an **employee** or a **self employed individual**. Employment status directly affects a person's entitlement to employment insurance (EI) benefits under the *Employment Insurance Act* and can also have an impact on how a worker is treated under the *Canada Pension Plan (CPP)* and the *Income Tax Act*. If the worker is an **employee** (employer-employee relationship,) the employer has certain fiscal responsibilities to the Canada Revenue Agency (CRA). If the worker is **self-employed** and in a business relationship, he or she has certain fiscal obligations and entitlements related to having a business.

The Canada Revenue Agency (CRA) has published guidelines to assist employers and employees in determining a worker's employment status. The information contained in this document has been drawn from public information provided by the CRA.

The key factor in determining tax status is whether a business relationship or an employer-employee relationship exists.

Policy

Where an employer-employee relationship exists, the employer (banker) must:

- Withhold income tax, Canada Pension Plan (CPP) contributions, and Employment Insurance (EI) premiums on amounts paid to employees;
- Remit the amounts withheld, as well as the required employer's share of CPP contributions and EI premiums to the CRA;
- Report the employee's income and deductions on the appropriate information return; and
- Give the employee copies of their T4 slips by the end of February of the following calendar year.

Where a business (contract) relationship exists, and where payment to an individual (combined payments from all departments/sources) exceeds \$500, or income tax has been deducted, the payer must:

- Report the self-employed individual's income and tax deductions, if any, on the appropriate information return; and
- Give the self-employed individual copies of their T4A slips by the end of February of the following calendar year.

- Self-employed individuals must pay both shares of CPP contributions. They also may have to pay their income tax and CPP contributions in installments. Generally, self-employed individuals are not eligible for EI benefits.

Procedures

As each employer-employee and business (contractual) relationship carries with it its own unique tax implications, coalitions and coalition bankers must consult these guidelines when determining whether individuals hired by the coalition banker are actually in an employer-employee or business (contractual) relationship.

The main points to consider in this regard, based on CRA guidelines for determining employee or self-employed individuals, are as follows:

What defines an employer-employee or business (contractual) relationship?

Considerations	Employer-Employee	Self-Employed Contractor
Intention of working relationship	<input type="checkbox"/> Work is a contract of service. Generally, the work is on-going and may continue for an indefinite period of time.	<input type="checkbox"/> Work is a contract for services that will end within a set period of time.
Control	<input type="checkbox"/> The coalition/banker will direct, scrutinize, and effectively control many elements of how and when the work is performed. <input type="checkbox"/> The coalition/banker controls the worker with respect to both the results of the work and method used to do the work. <input type="checkbox"/> The coalition/banker determines and controls the method and amount of pay. Salary negotiations may take place between the worker and the coalition/banker. <input type="checkbox"/> The worker requires permission from the coalition/banker to work for other payers while working for the coalition/banker. Where the work schedule is irregular, priority on the worker's time is an indication of the coalition's/ banker's control over the worker.	<input type="checkbox"/> The contractor controls all elements of how and when the work will be performed. Negotiations concerning the performance of work may take place between the contractor and the coalition/banker. <input type="checkbox"/> The contractor controls the results of the work and the method used to do the work. <input type="checkbox"/> The contractor determines the method and amount of pay. Negotiations regarding the contractor's fee for services may take place between the contractor and the coalition/banker. <input type="checkbox"/> The contractor does not require permission from the coalition/ banker to work for other payers while working for the coalition/ banker. The contractor's work

Considerations	Employer-Employee	Self-Employed Contractor
	<ul style="list-style-type: none"> <input type="checkbox"/> The coalition/banker determines what jobs the worker will do. <input type="checkbox"/> The worker receives training or direction from the coalition/banker on how to do the work. The coalition/banker chooses to listen to the worker's suggestions, but has the final word. 	<p>schedule with the coalition/banker will be determined by the contractor.</p> <ul style="list-style-type: none"> <input type="checkbox"/> The contractor will be trained and knowledgeable on how to do the work.
Tools and equipment	<ul style="list-style-type: none"> <input type="checkbox"/> The coalition/banker is responsible for all operating expenses. <input type="checkbox"/> The coalition/banker supplies the tools and equipment the worker needs to do the work. In addition, the coalition/banker is responsible for all repair, maintenance, and insurance costs associated with the tools and equipment. <input type="checkbox"/> The coalition/banker will reimburse the worker for any materials and supplies provided and used by the worker during the course of the work. <input type="checkbox"/> The coalition/banker retains ownership of the tools and equipment provided to and used by the worker. 	<ul style="list-style-type: none"> <input type="checkbox"/> The contractor is responsible for the operating expenses incurred to do the work. <input type="checkbox"/> The contractor supplies all or most of the tools and equipment needed to do the work. The contractor is responsible for the repairs, maintenance and insurance costs associated with these tools and equipment. <input type="checkbox"/> The contractor provides the materials and supplies required to do the work. The cost for these materials and supplies may be included in the contractor's fee for services. <input type="checkbox"/> The contractor retains ownership of the tools and equipment provided and used to do the work.
Sub-contracting work or hiring assistants	<ul style="list-style-type: none"> <input type="checkbox"/> The worker does not have the ability to hire helpers or assistants and cannot send replacement workers to do the work. The worker must perform the services personally. 	<ul style="list-style-type: none"> <input type="checkbox"/> The contractor may hire sub-contractors to carry out all or part of the work.
Financial risk	<ul style="list-style-type: none"> <input type="checkbox"/> The worker is not usually responsible for any operating expenses. <input type="checkbox"/> Generally, the working relationship between the worker and the coalition/banker is continuous. 	<ul style="list-style-type: none"> <input type="checkbox"/> The contractor is usually responsible for all operating expenses. <input type="checkbox"/> The working relationship between the contractor and the coalition/banker is short-term and usually

Considerations	Employer-Employee	Self-Employed Contractor
	<ul style="list-style-type: none"> <input type="checkbox"/> The worker is not financially liable if he or she does not fulfill the obligations of the employment contract. <input type="checkbox"/> The coalition/banker determines and controls the method and amount of pay. <input type="checkbox"/> The worker is indemnified by the Province of Manitoba for civil liability claims arising from the provision of services on behalf of the coalition/Healthy Child Manitoba. 	<p>defined by start and end dates.</p> <ul style="list-style-type: none"> <input type="checkbox"/> The contractor may be held financially liable for not fulfilling the obligations of the contract. <input type="checkbox"/> The contractor determines and controls the method and amount of pay. <input type="checkbox"/> The working relationship between the contractor and the coalition/banker is dependent on the results achieved by the end of the contract. There is no guarantee of a steady income for the contractor. <input type="checkbox"/> The contractor is responsible for purchasing and securing civil liability insurance for work that is carried out on behalf of the coalition/Healthy Child Manitoba.
Responsibility for investment and management	<ul style="list-style-type: none"> <input type="checkbox"/> The worker has no capital investment in the coalition's/ banker's business. <input type="checkbox"/> The worker does not have a business presence. <input type="checkbox"/> The worker is not normally in a position to realize a business profit or loss. <input type="checkbox"/> The worker may be entitled to benefit plans that are normally offered only to employees. These include registered pension plans and group accident, health, and dental insurance plans. <input type="checkbox"/> The coalition/banker is responsible for the costs of the worker's benefits (paid vacation, sick leave, life insurance premiums, etc.). 	<ul style="list-style-type: none"> <input type="checkbox"/> The contractor is in business for himself or herself and is not dependent on the coalition/banker. <input type="checkbox"/> The contractor may integrate the coalition's/ banker's activities to his or her own business activities. <input type="checkbox"/> The contractor is responsible for purchasing his or her own registered pension plans and accident, health, and dental insurance plans. <input type="checkbox"/> The contractor is not entitled to paid vacation, sick leave, life insurance, or any other employer benefits provided by the coalition/banker.

Considerations	Employer-Employee	Self-Employed Contractor
Opportunity for profit	<input type="checkbox"/> The worker is not normally in a position to realize business profit or loss.	<input type="checkbox"/> The contractor is responsible for all operating costs required to do the work. The contractor may make a profit or incur a loss.

Consequences and Penalties

Just as the CRA has imposed tax implications on employer-employee and business (contractual) relationships, there are consequences and penalties attached to the wrongful categorization of coalition staff.

The coalition/banker is responsible for deducting Canada Pension Plan (CPP) contributions, Employment Insurance (EI) premiums and income tax from employee remuneration or other types of income paid to employees, and remitting them to CRA and reporting them on the applicable reporting slips.

If the CRA investigates and rules that coalition staff are actually employees and not independent contractors and, as such, should be paid as employees, the coalition/banker will be responsible for:

- Back paying all outstanding payroll taxes, including the employee’s portion, to the start of the agreement with the worker; and
- Paying a penalty of 10% on the total assessment and interest of approximately prime plus 1% on the amounts that were overdue.

Note: These expenses cannot be passed on to coalition staff (as employees of the coalition banker) for payment, in any circumstances.

Where the CRA rules that coalition staff have been wrongfully categorized as Independent Contractors, the coalition employee will be responsible for:

- Paying any personal back-taxes, if unpaid.
- A penalty on any amounts that are outstanding may or may not be imposed on the worker.

Role of the Banker

Organizations responsible for financial management on behalf of a regional parent child coalition (the coalition banker) must be a non-profit, incorporated organization or agency, and must ensure proper financial management:

- The banker will identify and provide to the coalition and Healthy Child Manitoba Office the name and contact information for the primary financial contact.

- The banker will provide to the coalition a copy of any internal policies and procedures that may have implications for the transferring of funds.
- The coalition will appoint no fewer than two individuals to approve expenditures at any time. Ideally, this will be documented in the meeting minutes and a copy of the minutes will be provided to the banker. The coalition will inform the banker by letter of any changes.
- The coalition will provide to the banker copies of their annual reports, as submitted to Healthy Child Manitoba, as well as an updated copy of their Terms of Reference.
- The banker is an equal member of the coalition, and is not solely responsible for the financial decisions approved by the coalition. The banker may maintain the position of co-chair of the coalition and/or co-chair of the Executive Committee, Grants Committee and/or any other sub-committee of the coalition responsible for financial decisions.
- The banker will work with the coalition to execute a signed Letter of Understanding outlining the details of the coalition-banker relationship, including mutual accounting arrangements and any respective administrative fees for banker services.
- The banker will provide financial information summarizing the coalition's financial position, at all membership meetings and annual general meetings, to ensure transparency and accountability of coalition funds.
- The banker will complete, sign off, and submit to HCMO required financial and staffing reports, and provide to the coalition any financial information required to complete the annual Status and Activity report.

Incorporated organizations or agencies that agree to act as the banker organization for a parent child coalition agree to serve as the designated employing authority for coalition staff:

- The banker will enter into an employment agreement with coalition staff, consistent with the job description, terms and conditions of employment and reporting structures that have been approved in collaboration with the coalition.
- The banker will work with the coalition to implement a process for collecting time reports, monitoring sick leave, and tracking paid vacation time; and for issuing employee payroll cheques/pay deposits.
- The banker will withhold, remit and report on income tax, CPP contributions and EI premiums, and issue relevant tax slips (T4, records of employment) to coalition staff, in accordance with CRA requirements and the Policy and Procedures guidelines in the attached information sheet, *Employment Practices for Parent Child Coalitions*.
- The banker will include coalition staff in the Workers Compensation coverage provided to employees of the banker, for which respective employer premiums may be recovered from coalition funds.
- The banker will work with the coalition to identify and implement supervisory and reporting structures for coalition staff.

Ownership of Materials

Any equipment, materials and supplies purchased by the parent child coalition with HCM funds remain the property of Manitoba. The organization may, with written approval from HCM, transfer the property to other programs funded by HCM or other non-profit programs.

Indemnification of Manitoba Parent Child Coalitions

The Government of Manitoba, and in particular, Healthy Child Manitoba provides all unincorporated regional parent child coalitions that receive funding from the province with legal indemnification.

Indemnification is similar to insurance, which protects/secures Party A, if Party B claims to have suffered damage, loss, or injury, at the expense of Party A. The Government of Manitoba provides parent child coalitions and their members with protection against civil liability claims that may arise in the performance of their duties on behalf of the province.¹

Any parent child coalition or member(s) carrying out activities on behalf of the province is covered by legal indemnification, including paid staff and volunteers. The protection only applies when a parent child coalition or member(s) is carrying out their work as part of the parent child coalition. Claims arising from work outside the mandate of the coalitions and members carrying out tasks outside their job responsibilities would not be covered.

Legal indemnification does not apply to groups/organizations funded by the parent child coalition, as it is reasonable to assume that most organizations would have adequate liability insurance (\$2,000,000) on their own. Parent child coalitions should ensure that funded organizations are non-profit, incorporated groups.

The security and protection is limited to civil liabilities only. Civil liabilities occur when one party seeks compensation for damage, loss, or injury from another party who is felt to have caused the outcome. Civil liabilities are settled by civil courts between the party seeking compensation and the party believed to have caused the damage, loss or injury.

Indemnification would not apply to charges under the Criminal Code of Canada, or the Highway Traffic Act. It also does not apply to direct employer liabilities:

- **Criminal Code of Canada** – Criminal offences prosecuted by the Government under the Criminal Code of Canada are not covered by indemnification (i.e. If a coalition or coalition member is accused of a criminal offence such as theft, fraud, assault, or abuse, the Government will not provide that coalition or member(s) with legal protection.).

¹ *Certificates of Insurance may be obtained from Insurance and Risk Management Branch, Manitoba Finance, 204 - 945-1917, Jessie.magnaye@gov.mb.ca will need to know what role the coalition will have at the event, details about the coalition's participation (i.e., when and where the event is held, what the name of the event is, and the name of the staff and organization they are representing), and where the certificate should be sent.*

- **Highway Traffic Act** – Parent child coalitions and their members are not protected against any fines, penalties, accident costs or other costs arising from the use of their motor vehicle, even if this is for coalition/work related purposes. Each person is expected to operate their motor vehicle in a safe fashion, according to existing laws.
- **Direct Employer Liabilities** – Responsibilities arising from an employer – employee relationship such as wrongful dismissals or errors in pay deductions are not covered because coalitions are not expected to act as employers and therefore would not face these liabilities. These employer liabilities would be assumed by each coalition’s identified banking organization or employing authority which must be an incorporated body.

Any incident that may result in a claim must be reported to Healthy Child Manitoba Office using the incident reporting form. All incidents involving a coalition or a member(s) performing coalition related duties that results in damage, loss, or injury to property or persons must be reported as an incident (e.g., theft, fire, and vandalism).

Healthy Child Manitoba Office will report the necessary claims to the Insurance and Risk Management Branch of Manitoba Finance. The Government of Manitoba will investigate reported incidents. If a coalition or its members receives a formal claim stating that they are responsible for a loss, damage, or injury, the Department will investigate the claim, assign legal counsel to defend the matter (if required), and pay any legal costs and damages determined to be the responsibility of the coalition or its members.

A coalition or its members would need to be legally responsible for a loss, damage or injury to a third party before the indemnity would apply. The Government will not make voluntary payments, and will only pay for loss, damage, or injury suffered by a third party – a person or organization that is not a part of a coalition.

Parent child coalitions and their members are expected to implement appropriate risk management practices and procedures. Coalitions should strive to adhere to the program and funding criteria and to ensure that coalition sponsored activities are meeting the recommended guidelines as provided by Healthy Child Manitoba wherever possible.

For more information, or if you have any questions, contact:

Healthy Child Manitoba Office
3RD Floor, 332 Bannatyne Avenue
Winnipeg MB R3A 0E2
Tel: (204) 945-2266 • Fax: (204) 948-2585
Toll Free: 1-888-848-0140
Or visit the Healthy Child Manitoba website: www.gov.mb.ca/hcm