Early Childhood Development Services

Child Care Facility License Proposal Guide

Opening a Licensed Child Care Facility in Nova Scotia

April 2012

Table of Contents

This Guide has been developed to assist in the preparation of a proposal to operate a licensed child care facility. This guide is reviewed and updated on a regular basis to ensure that it contains current information. It is advisable to contact the Early Childhood Development Services regional office (Appendix F) in your area or the Nova Scotia Government Web site at http://gov.ns.ca/coms/families/provider/index.html to ensure you have the most recent version.

Introduction

Child care facilities are licensed under the *Day Care Act and Regulations*. The Department of Community Services is responsible for administering the *Day Care Act and Regulations*. These responsibilities are delivered by Early Childhood Development Services and by Licensing Services.

Early Childhood Development Services is responsible for:

1. Developing regulations and standards for licensed child care facilities and family home day care agencies.

2. Recommending proposals for child care facilities and family home day care agencies to be licensed.

3. Providing ongoing program consultation to licensed child care facilities and family home day care agencies.

4. Promoting awareness among parents and community members of quality child care.

5. Issuing classification levels and school age training approvals to staff in licensed child care facilities and family home day care agencies.

6. Approving early childhood education training programs.

7. Providing funding to eligible licensed child care facilities and family home day care agencies to assist with staff wages, operational costs.

8. Providing funding to eligible licensed child care facilities to support inclusion of children with special needs.

9. Providing subsidies to parents to assist them in paying for the daily fee at child care in facilities and approved family homes.

10. Funding and supporting Early Intervention Programs to assist families of children with special needs.

Licensing Services is responsible for:

1. Processing the license applications, ensuring licensing requirements are met and issuing licenses.

2. Providing Technical Assistance to licensees.

3. Performing regular inspections of licensed child care facilities and family home day care agencies.

4. *Carrying out compliance enforcement activities for facilities and agencies found to be in violation of the Day Care Act and Regulations.*

5. Receiving complaints made against licensed and unlicensed facilities, and taking required actions (e.g., investigation, inspection, follow-up).

6. Maintaining an on-line directory of licensed child care facilities and family home day care agencies.

The *Day Care Act and Regulations* set out the minimum requirements for a license to operate; and for the ongoing operation of a licensed facility. The Regulations include Standards established by the Minister which also must be met. A copy of the *Day Care Act and Regulations* and the Standards are available online at http://gov.ns.ca/coms/families/provider/DayCareActandRegs.html, or from Early Childhood Development Services or Licensing Services.

Day Care Act. R.S., c. 120, s. 1. and *Day Care Regulations* – Including the following:

- Standards for Daily Program in Licensed Child Care Facilities [18(1)];
- Standards for Level 1 Classification[37(2)(a)};
- Standards for Family Home Day Care [14(iv)];
- Standards for Extended Hours Care [4(3)(a)];
- Standards for Food & Nutrition in Regulated Child Care Settings [25(1)].

There are two types of child care licenses in Nova Scotia:

- Child Care Facility License; and
- Family Home Day Care Agency License.

If you are interested in applying for a Family Home Day Care Agency License please refer to Starting and Operating a Family Home Day Care Agency or contact the Early Childhood Development Office in your area (Appendix F) for more information.

How to Obtain a Child Care Facility License

In order to obtain a child care facility license you must complete a two phase process:

PHASE ONE

License Proposal [*Day Care Regulations*, Section 7]

There are two steps in Phase 1:

1) Complete an **Early Childhood Development Services Intent to Operate a Child Care Facility** (ECDS-801) form and forward it to the Early Childhood Development Office in the Region where the facility will be located. When the ECDS-801 form is received, an Early Childhood Development Consultant (ECDC) will be assigned to assist the applicant. It is recommended that the applicant consults with the ECDC at the beginning of the proposal process, to ensure the application submitted includes all the required information.

2) Develop and submit a completed Early Childhood Development Services Child Care Facility License Proposal (ECDS-802) form and the proposal. A copy of the ECDS-802 form will be provided by the ECDC. The ECDC will review the proposal submission and if all requirements are met; will a recommendation to the applicant that the Application for a License can be now completed and submitted to Licensing Services. The ECDC will provide a Licensing Services Application for a License Day Care Facility / Family Home Day Care Agency (LIC-701) form which is required to proceed to Phase Two.

Please Note: Child Care Facility Proposals that are inactive for 6 months will be considered to be withdrawn. The Early Childhood Development Consultant assigned to work with you will attempt to make contact to confirm this in writing.

PHASE TWO

Applying for License [*Day Care Regulations*, Section 8]

Complete the recommended Licensing Services Application for a License Day Care Facility / Family Home Day Care Agency (LIC-701) form and submit it to Licensing Services with all required documentation.

When a completed LIC-701 is received by Licensing Services, a Licensing officer will be assigned. The Licensing Officer will contact the applicant to arrange an Initial Licensing Inspection.

Items to Consider

A licensed child care facility must comply with the *Day Care Act and Regulations*, providing:

1) a <u>physical environment</u> that is safe for young children and meets the requirements of other authorities inclusive of Health, but not limited to, Fire and the Municipal Government;

2) a developmentally appropriate <u>daily program</u> that includes experiences to facilitate children's cognitive, physical, emotional, social and language development;

3) an appropriate number of <u>trained staff</u>; and

4) nutritionally balanced <u>meals and/or snacks</u> daily.

It is recommended that an applicant prepare a well researched **Business Plan** prior to preparing a Licensing Proposal. A business plan will serve as a road map for operating the business and can assist in identifying the many varied components of starting and operating a financially viable child care facility.   Business Plans help set a clear vision for the future of the facility. A Business Plan is not required to be submitted with a proposal; however, components of a business plan, such as a needs assessment, are useful in preparing a proposal.

It is advisable that the applicant first determine the need for child care in the location being considered. Well researched demographics information on an area will provide valuable data to inform the choice of a location, including:

- number and age of children in the area;
- socio economic make up of the area;
- new housing developments;
- schools in the area;
- employments opportunities;
- accessibility of transportation; and
- locations and number of child care facilities and family home day care homes.

A needs assessment informs decision such as the size of the facility, age range of the children and choice of location and assists in predicting the financial viability of the business. A needs assessment should be completed before finding a specific location for a facility and before any financial forecasting or planning.

More information on Business Plans and research on community demographics can be found through Business Canada at http://www.canadabusiness.ca and Nova Scotia Community Counts at http://www.gov.ns.ca/finance/communitycounts/.

> Nova Scotia Community Counts supports evidence-based decisions in general. In particular, it provides information to help with planning to improve the health, quality of life and well-being of Nova Scotians and contribute to making our communities sustainable in the 21st century. Good public decision-making needs good data, and the data provided through Community Counts can benefit many key government policy and community planning initiatives. (N.S. Department of Finance)

A major step in planning a child care facility is finding a suitable site. Whether the facility is leased, purchased or constructed, a well located, aesthetically pleasing, safe and functional space that promotes healthy child development will best support children and families. The following factors are to be considered:

- Zoning Requirements: building occupancy and municipal by-laws are met. Every municipality has by-laws that specify the type of building that can be built and the type of occupancy for a site. It is important to know and understand the zoning requirements prior to committing to a site. It is the responsibility of the applicant to ensure that the selected location meets all municipal by-laws and zoning requirements.
- Location:
    - Proximity to public services (e.g., public transportation, parks, libraries, schools).
    - Availability of outdoor play space (e.g., square footage for playground, accessibility, grade, landscape).
    - Facility attributes (e.g., accessibility, security, natural light, landscaping, entrance and exits, drop off areas, parking, aesthetics, storage space, common areas).
    - Neighbourhood characteristics (e.g., residential, work place, traffic patterns).
- Economic feasibility (e.g., size of space, cost per foot, cost of renovations or upgrades to meet requirements, including sprinklers if infant care is proposed).
- Environmental impacts of previous and current businesses on the proposed site (e.g., types of industry, businesses or services nearby, location of waste containers, soil conditions).
- Services (e.g., municipal water, well water, septic system, municipal services such as garbage collection, fire or emergency services, snow removal).
- Fire Safety (e.g., egress ways, emergency exits, emergency lighting, pull stations, sprinkler systems).
- Food Safety and Health requirements (e.g., appropriate kitchen facilities, water, food storage).
- Site meets facility requirements in the *Day Care Act and Regulations* (e.g., adequate play space, adequate storage, toilets and sinks for staff and children, availability of natural light).
- Lease conditions (e.g., shared access to the proposed licensed space, public access, requirements for nightly take down of child care equipment and materials, length of lease agreement, maintenance responsibilities).

The number of children permitted in a facility will be determined during the initial licensing inspection and is based on the unobstructed indoor floor space in each activity room and other regulatory requirements (e.g., number of toilets and sinks, outdoor play space). To avoid any potential issues (e.g., insufficient play space, insufficient outdoor play space), it is advisable to arrange a technical consult with the Supervisor of Licensing Services at http://www.gov.ns.ca/coms/licensing/LicensingStaffDirectory.html when looking at a possible site and/or drawing up site plans. A site consultation can also be arranged with the ECDC.

The License Process

A well developed and comprehensive proposal will set the foundation for the successful operation of a child care program.

A License Proposal is required when:

1. A new child care facility is established; and
2. An existing licensed child care facility is being purchased by a new operator.

A License Proposal or part thereof may be required when:

1. A current licensee is planning a permanent relocation of a facility. Relocation may require that policies are update or a program for a new age group is developed. A current licensee must work with the ECDC to determine what information is required.

The following section, Requirements for a Proposal, identifies the information that must be submitted with the license proposal.

Upon receipt of a license proposal, the ECDC will complete a review. There are three possible outcomes following this review:

- Proposal is recommended and a signed Licensing Services Application for a License Day Care Facility / Family Home Day Care Agency (LIC-701) form is provided to the applicant.
- Proposal is returned to applicant specifically identifying components that do not meet the requirements with recommendations for revisions and/or additions.
- Proposal is not recommended.

If a proposal is "not recommend", the applicant will be provided with the reasons for the "not recommended" decision.

Once a license proposal has been recommended, the ECDC will provide the applicant with a signed Licensing Services Application for a License Day Care Facility / Family Home Day Care Agency (LIC-701) form. The *Day Care Regulations* [Sections 8(1)(2)(3)(4)(5)] set out the requirements for the applicant to apply for a license and stipulate that additional documents must be submitted to Licensing Services.

Requirements for a License Proposal

The requirements listed below must be included in a license proposal. A complete proposal must be bound (binder is acceptable), typed and contain all required documentation. The ECDC is available to assist the applicant during proposal development.

The Helpful Information sections, throughout this guide and the Appendices include references and links to supporting information, resources, and websites (Appendix C) that may assist an applicant in the development of the proposal.

A word of caution: there are many useful resources available on the internet, however, please ensure that any information that is used aligns with provincial requirements, standards and/or regulations.

The following information is designed to assist with the completion of the Early Childhood Development Services Child Care Facility Proposal (ECDS-802) form. Not all headings apply to all program types. Applicable requirements are dependent on the type of programs for which a licensee is applying to offer. The ECDC is available to provide assistance if questions about requirements arise.

A License Proposal Checklist (Appendix E) may be used to ensure that a proposal is compete.

Requirements

Introduction
Required:
 Include the following in the introduction to the proposal:

- ✓ Cover Page – Name of proposed facility and applicant's name (preferably on the outside of the binder).
- ✓ Early Childhood Development Services Child Care Facility Proposal (ECDS-802) form – Signed and Dated.
- ✓ Copy of *Certificate of Registration* for the registered name of the facility.
- ✓ Table of Contents - To facilitate the review process, ensure that the proposal follows the sequence identified in the ECDS-802 form and pages are appropriately numbered and referenced.

1.   General Information

1.1   Program Description
A written description of the overall plan for developing a facility is required. This will include a summary of the community needs assessment, including demographic information, that was conducted and any relevant information associated with a business plan. The purpose of this requirement is to ensure that the applicant has fully considered the viability of the proposed child care facility.

Required:
The following information must be provided:

- ✓ program type (Full Day, Part Day, School Age);
- ✓ hours of operation (Extended Hours);
- ✓ total license capacity;
- ✓ age grouping and number of children in each group;
- ✓ daily fees for each age group; and
- ✓ number of staff required.

Helpful Information:
Extended Hours Child Care means a full-day, part-day or school-age program that is licensed to provide day care for up to eighteen hours per day, under the following circumstances:
        (i) the setting is in operation for more than 12 hours per day; or
        (ii) the setting is in operation past 6:30 p.m.; or
        (iii) the setting is in operation during the weekend.

If offering extended hours care, the Standards for Extended Hours Care must be met. Include the following information in the appropriate sections of the proposal:

☐ Plan for extended hours care (program description);

☐ Hours of attendance for a child (program description);

☐ Program planning and routines (program);

☐ Nutrition (sample menu);

☐ Personal hygiene (health and safety); and

☐ Additional equipment required to meet the needs of the children cared for during extended hours, if applicable (program).

1.2 Operating Budget

The Department understands that the operating budget submitted will be an estimation of operational income and expenditures. The Department's review of the information provided in this section in no way confirms the financial viability of a facility. The purpose of this requirement is to ensure that the applicant has fully considered the potential income and operational costs of a child care facility.

A three year projection is required to show the increase in enrollment in the first three years of a facility's operation. A three year projection will demonstrate an applicant's understanding of how growing enrollment impacts facilities budget. As indicated below it is rare that a facility operates at 100% capacity even when fully operational, this variance is called the occupancy factor. Keeping a waiting list increases the possibility of filling spaces in a timely manner, however, vacant spaces are inevitable due to a variety circumstances (e.g., age of children on wait list do not match vacant space, shortage of staff) and must be considered in budgeting.

Required:

✓ A three year projection (operating budget) that demonstrates a plan to meet costs while enrollment builds; and shows estimated revenues and expenditures:
- ☐ First year projection (suggested at 60% enrollment);
- ☐ Second year projection (suggested at 75% enrollment);
- ☐ Third year projection typical pattern of enrollment (suggested at 85-95% enrollment).

Helpful Information:

It may be useful to consult with expert financial advisors related to budgets and financial planning when preparing an operational budget.

It is important to understand that many expenses are fixed (e.g., rent, mortgage, insurance, utilities) even though most facilities take a year or more to reach close to full enrollment. Some expenses are semi-variable as they change with the addition of new children to the program. For example, staffing may be considered a semi-variable cost in a new facility based on the ratio requirements which must be met when adding new children to the program. It may be advisable to determine the breakeven point for the total operation, as well as for each age group, to assist in anticipating how building enrollment will impact the budget (Morgan, 2010).

Please note: If your three year projected budget reflects your breakeven analysis it may include different percentages of enrollment for each year instead of the ones suggested above. Please indicate on the budget your projected enrollment for each year.

In order to ensure that the daily parent fee reflects the actual cost of care it may be calculated using the following steps:

1. Determine the proposed capacity of the facility.
2. Determine the number of operating days per year (including statutory holidays).
3. Determine projected operating costs based on facility capacity (staffing and operating).
4. Determine an occupancy factor (programs rarely run at 100% capacity), which will be lower in the first year or two of operation.
5. Multiply the capacity of the program by the total number of operating days and then multiply by the occupancy factor to provide the total number of child care days.
6. Divide the proposed total operating costs by the total number of child care days to determine the daily parent fee. (Variations of this model can be used to determine separate costs for different age groups of children).

The example provided below is one example of calculating a daily fee. The amount per space in this example is based on a blended rate (all age groups) and uses a salary, when ECEG is added, put forward by the NSCCA in their

Suggested Minimum Salary Guidelines. A more detailed projection can be developed to determine differing rates for the different age groups served.

Example: (This is a sample only)

Child Care Facility

Age Group	# of children	# of Staff	Support
Infant	10	3	1 director
Toddler	12	2	1 cook/cleaner
Preschool	16	2	
School Age	15	1	
Total capacity	53		

Staffing costs/operating costs (projected at 90% occupancy)

Staff	Number	Salary	Benefits	Total
ECE Staff	8	@27,300*	@2,730	$240,240
ECE Director	1	@45,000	@4,500	$49,500
Cook/housekeeper	1	@22,000	@2,500	$24,500
Total Staffing Cost	10			$314,240
Operating Cost (estimated)	(such as: rent, food, insurance, heat, light, program supplies ...)			$94,000
Total Operating Cost				408,240

*This amount is a base salary, which does not include the funding, provided through the Early Childhood Enhancement Grant (ECEG). Including the ECEG funding in the ECE Staff salary would bring the total salary in line, for a Step 2 ECE 1 ($35,131.00), with the *Nova Scotia Child Care Associations Suggested Minimum Salary Guidelines - Phase 3(2010-2012)*.

1. Total projected operating cost = $408,240.00
2. Licensed Capacity (number of spaces): 53.
3. Total number of days of operation: 260 per year.
4. Occupancy factor: 90% (for this example only).
5. Total enrolled days of care (53 X 260 X .90) = 12,402 child care days
6. Daily fee (A divided by E): $408,240.00 divided by 12,402 = $32.91 per day per space.

Appendix D provides a sample template of an operational budget which may be used.

The Department of Community Services provides some operational funding to eligible licensed child care facilities through the Early Childhood Enhancement Grant (ECEG). New licensees may apply for the Early Childhood Enhancement Grant after three consecutive months of operation. Information on the ECEG Terms and Conditions is available at http://gov.ns.ca/coms/families/provider/index.htm. The ECEG is calculated based on enrollment and numbers of ratio staff required, as a result it may take two or three years to reach a close to maximum amount of funding.

The ECDC can provide information on funding which may be available to the facility. More information can be accessed on line at http://gov.ns.ca/coms/families/provider/index.html.

Families may be eligible to receive a subsidy to assist with daily fees through the Child Care Subsidy program.

2.   Administration and Staff

2.1   Applicant's information
Required:

- ✓ Commercial - (Registered with Joint Stocks as a Sole Proprietorship, Partnership, Incorporated Company, or Co-operative (profit))

  - ☐ Licensee's name;
  - ☐ Licensee's mailing address;
  - ☐ Licensee's contact numbers;
  - ☐ Licensee's email address (optional);
  - ☐ Child Abuse Register Search (if licensee may have unsupervised access to children); and
  - ☐ Criminal Record Check (If licensee may have access to children or their files).

OR

- ✓ Non-Profit - (Registered with Joint Stocks as a Society or Co-operative (non-profit))

  - ☐ Name of the Board Chair;
  - ☐ Board Chair's Child Abuse Register Search (If Chair may have unsupervised access to children);
  - ☐ Chair's Criminal Record Check (If Chair may have access to children or their files); and
  - ☐ Copy of Board By-Laws.

2.2   Director's Information (if employed at the time of the proposal submission)

Required:

- ✓ Name of Director; and
- ✓ Proof of Director's qualifications [*Regulation* 40].

2.3   Employee Handbook

The employee handbook is an important document, outlining details about the employment relationship, including hiring practices, termination procedures, and conditions of employment; management expectations; and operating procedures related to the staff team.[1] It clearly defines expectations and responsibilities for all staff; provides uniformity, fairness and consistency in application; promotes an environment of respect and professionalism; and supports sound decision making when challenges arise.

Required:

- ✓ A copy of the facility's employee handbook.

Please Note: When the Licensee will not be employing others to work in the facility an employee handbook is not required. A statement to this effect is to be included in the proposal.

Helpful Information:

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[1] Chandler, Karen. *Administering for Quality: Canadian Early Childhood Development Programs*. Toronto, Ontario: Pearson Prentice Hall, 2009. (p.120)

All policies and procedures in the employee handbook must comply with the *Day Care Act and* Regulations, Labour Standards Code and any other applicable legislation (e.g., Human Rights Act, Canada Revenue Agency)*.* The content of each section will depend on the size of the facility, the types of services offered by the licensee and the organizational structure. Policies and procedures are to be carefully considered and worded.

As a potential employer, it is advisable to familiarize yourself with the *Labour Standards Code and Regulations* available from Nova Scotia Department of Labour and Advanced Education. Canada Customs and Revenue Agency can be contacted for information about income tax, pensions, unemployment insurance deductions, etc. The main office for business and individual tax enquiries and payment services is located at the Ralston Building, 1557 Hollis Street, P.O. Box 638, Halifax, NS, B3J 2T5 or 47 Dorchester Street, Post Office Box 1300, Sydney NS, B1P 6K3. Canadian Revenue Agency National Toll Free number is 1-800-267-6999 or more information is available online at http://www.cra-arc.gc.ca/tx/bsnss/menu-eng.html .

Appendix A contains more information on the content of the employee handbook which may be helpful. The ECDC can also be of assistance.

It is recommended that the employee handbook is provided to all staff and that it is reviewed during the employee orientation process and regularly thereafter.

The Occupational Health and Safety Act (OH&S) requires that employers with more than five employees have a written occupational health and safety policy and a Health and Safety Representative. An occupational health and safety policy is the statement of an employer's commitment to employees' health and safety in the workplace. It describes how the employer and employees can work together to prevent workplace accidents and illness. To find out more about the Occupational Health and Safety Act, writing a policy, or the responsibilities of a Health and Safety Representative, contact the Nova Scotia Department of Labour and Advanced Education.

2.4   Parent Handbook [*Regulations* 44(1),(2),(4),(5)]
The parent handbook communicates important information regarding children's care and outlines the expectations, roles, and responsibilities of all parties. The parent handbook is intended to encourage parent participation in the child care facility and enhance communication which in turn helps to establish a trusting and positive partnership with children.

Required:

- ✓   A copy of the facility's parent handbook.

Helpful Information:

Appendix B contains more information on the content of the parent handbook which may be helpful. All policies and procedures in the parent handbook must comply with the *Day Care Act and Regulations*. The content of each section will depend on the size of the facility, the types of services offered by the licensee and the policies specific to each organization. Policies are to be carefully considered and worded.

The ECDC can also be of assistance when developing the parent handbook.

2.5　Files and Forms [*Regulations* 31, 32]

Required:

- ✓ A statement of how individual children's records will be maintained in a confidential, organized and complete manner. Include any relevant information on process or procedures for ensuring that all required information is collected and maintained for each child's file.
- ✓ Include a copy of the following applicable blank forms:
  - ☐ Application for enrollment [31(1) (a)) & (31(2)];
  - ☐ Children's Health Questionnaire/Immunization Records [31(1)d];
  - ☐ Attendance forms for each age group [32(1)(2)];
  - ☐ Consent for emergencies; permission for outings/field trips; permission to walk between school and the facility for school age children[31(1)(g)];
  - ☐ Accident/incident reports [31(1)(h)];
  - ☐ Semiannual child development reports [31(1)(i)] (not required for school age);
  - ☐ Administration of medication forms [29];
  - ☐ Infant/toddler Daily Records [32(3)]; and
  - ☐ Infant feeding plans [31(1)(f)].

2.6　Parent Committee [*Regulations* 47, 48, 49]
A parent committee provides a forum in which parents can provide input and receive notice of any matters of interest or concern to the parents.

Required:

- ✓ A plan for establishing a parent committee.
- ✓ If applicable, include any terms of reference or guidelines for the committee.

Helpful Information:

A parent committee must be established, no later than 3 months after the date at which more than 6 children are enrolled. The parent committee must meet at least twice yearly and consist of at least 3 parent representatives, the licensee or director and one staff representative.

3.　Nutrition, Health and Safety

3.1　Nutrition [*Regulations* 25, 27]
It is the licensee's responsibility to ensure that the operation of the child care facility meets the Standards for Food and Nutrition in Regulated Child Care Settings and to ensure that the menu complies with the Food and Beverage Criteria.

Required:

- ✓ A sample menu which has been signed and dated by the person who developed it, confirming the Food and Beverage Criteria was followed.
- ✓ If care is provided for infants, a sample feeding plan must be developed and submitted with the proposal.
- ✓ A copy of any operational policies that have not otherwise been included as required above related to food and nutrition at the facility.

Helpful Information:

The information in the Manual for Food and Nutrition in Regulated Child Care Settings will assist in making informed decisions regarding the foods served to children in the facility. A copy of the manual is to be available on site for reference by staff, parents and others.

3.2   Health and Safety [*Regulations* 28(3), 28(4), 33]

It is the responsibility of the licensee to ensure the child care facility meets the Guidelines for Communicable Disease Prevention for Childcare Programs and Family Home Day Care Agencies.

Required:

- ✓ A copy of any established policies for the management of infections and illnesses (e.g., illness exclusion policy).
- ✓ A procedure for observing and recording any symptoms of illness that the children exhibit (e.g., daily log book, attendance records).
- ✓ Information pertaining to hand washing procedures for staff and children, diapering, toileting and other general hygienic procedures, environmental sanitation and/or handling of pets and food safety procedures.
- ✓ Include the following sample forms:
  - ☐ Cleaning and sanitizing records[Section 28(4);
  - ☐ Emergency evacuation and fire drill records [Section 50(4)].

4.   Program [*Regulation* 18(1)]

4.1 Program Statement

The program offered to children is to promote full participation of all children, including those with diverse abilities, and must stimulate their cognitive, physical, emotional, social and language development.

Required:

- ✓ Program philosophy statement.
- ✓ Information on how the Standards for Daily Program for Licensed Child Care Facilities for each age group of children will be met and the approach to programming that will be used. This will include an explanation of how staff will foster children's growth and development in a positive and nurturing environment.
- ✓ Information on the inclusive nature of the program including inclusion statements, policies and procedures, and any special equipment or features of the facility.

Helpful Information:

A copy of the Standards for Daily Program for Licensed Child Care Facilities should be available in the facility for staff, parents and others.

4.2   Daily Routines and Transitions

The daily routine provides a framework for the daily activities experienced by the children throughout the day. A predictable order of events provides children with the consistency they require to feel safe and secure. The routine ensures that all children have the opportunity to engage in child-initiated free play.

Required:

- ✓ For each age group, provide information on how the daily routines and transitions will meet the requirements set out in the Standards for Daily Program.
- ✓ A sample daily schedule/routine must be provided for each age group.

Helpful Information:

Routines will be influenced by the curriculum approach used by the centre and may be enhanced by special events such as field trips, visitors and celebrations.

4.3   Program Plans

A program plan documents activities and experiences planned or carried out daily, weekly or in some cases over extended periods of time (e.g., a curriculum web may follow children's interest in a topic for a month or more) with/for children.

The method of planning is based on the centre's curriculum approach and philosophy as well as beliefs about how children learn, grow, and develop (e.g., Emergent, Montessori, High Scope, Bank Street, and Project Based ECT.).

Required:

- ✓ A sample program plan for each age group.
- ✓ If applicable, a copy of the Routine Based Plan (RBP) to be used to support the inclusion of children with special needs into the program. Routine Based Plans incorporate the goals and strategies identified for children with special needs and embedded directly into the daily routines of the child care facility. Embedding goals in the daily routine helps to ensure they are carried out on a consistent basis. The ECDC can provide you with further information on Routine Based Planning.
- ✓ If alternate approaches to programming are used, detail of how activities and experiences will be documented.

4.4   Indoor Learning Environment, Materials and Equipment

[*Regulation* 18, Standards for Daily Program in License Child Care Facilities]
The learning environment functions as the third educator in the program. A well planned, developmentally appropriate environment facilitates children's learning; provides structure; and messages and helps children manage their own behaviour.

Required:

- ✓ The Material and Equipment List for each age group must be completed, dated, and signed.

Helpful Information:

Please note that the equipment lists are guidelines and will help ensure there is enough variety and quantity of equipment to support children's play, learning and development. If there is equipment not purchased, a note can be attached to the list which identifies a time frame for purchase or delivery.

The number of activities, the materials and equipment chosen will reflect the number of children in the program and their ages. Materials can be shared between age groups in larger centres, however, the total amount of materials and equipment must be sufficient to meet the needs of all children enrolled.

The majority of materials available to children will be open-ended (e.g. Blocks, manipulative, collage materials) which engage children's imaginations and foster creativity. The use of screen activities (e.g., computers, television, hand held games) is limited and based on the centre's screen time policy.

4.5   Outdoor Learning Environment, Materials and Equipment [*Regulation* 22]

A safe, well planned outdoor play space encourages active outdoor experiences for children that meet their developmental needs.

Required:

- ✓ If applicable, a list of commercial gross motor equipment being purchased for outdoor play space.
- ✓ A list of materials and equipment to be used for outdoor play.

Helpful Information:

Licensees are not required to include play structures (e.g., slides, climbers, swings) in the outdoor environment. However, as of April 1, 2011, if a play structure is provided it must be designed for commercial use and be installed according to the manufacturer's specifications. Documentation to verify this must be available for review.

If play structures are not included in the outdoor play space; a variety of interesting materials and challenging experiences are provided for children.

The *Canadian Standards for Children's Playscapes and Equipment* (CSA) provides more information on public-use play equipment and spaces.

A natural play environment is encouraged with the use of loose parts (e.g., tree stumps, rocks, boards, tires). The use of different terrains, surfaces, and vegetation creates an interesting place to explore for children.

Shaded areas are provided for children through use of natural occurring shaded areas (e.g., trees, building coverage) or by manufactured means (e.g., awning, umbrellas, tents, trees, gazebo, and play houses).

4.6   Behaviour Guidance [*Regulation* 19]

All licensed child care facilities are required to have a written behaviour guidance policy for staff and volunteers which details both permitted and prohibited behaviour guidance practices. It is the licensee's responsibility to develop the policy, train staff and to monitor the implementation of the policy in the facility. Effective behaviour guidance strategies are developmentally appropriate, inclusive of all children and are positive in nature.

Required:

- ✓ A copy of the Behaviour Guidance Policy which includes the following:
  - ☐ **Statement of Beliefs** – Outlines the philosophy regarding behaviour guidance including the licensee's beliefs in and goals for children. It specifies to whom the policy applies (e.g., staff, parents while in the facility, students, and volunteers).
  - ☐ **Expectations and Guidelines** – Outlines the expected behaviours of staff and others. It may include information on prevention strategies (e.g., environment, developmentally appropriate expectations) and acceptable intervention strategies.
  - ☐ **Prohibited Behaviours –** Include requirements from Section 19(1) of the Day Care Regulations including the requirement of Section 11 of the Standards for Food and Nutrition in Regulated Child Care Settings. This section should include direction on specific behaviour guidance strategies the licensee does or does not permit (e.g., time out, 1-2-3 magic).
  - ☐ **Resources and Support –** This section can provide information on procedures, supports or resources used by the centre when dealing with challenging behaviours of children. This could include a list of resources, supports available to staff or consulting opportunities with outside agencies. This section can detail the training the licensee will provide to staff pertaining to the behaviour guidance policy and behaviour guidance.
  - ☐ **Date of Policy Implementation and Review –** Details the date the policy was implemented and any specified time frame for policy review and updating.

5.   Physical Environment [*Regulations* 20, 22]

The physical environment includes both the indoor and the outdoor spaces to be used by the children. Well designed, child-centered environments lay a foundation for providing a safe and nurturing space that welcomes children and families.

5.1   Indoor Space

Required

- ✓ A floor plan (done to scale) with the following information:
    - ☐ Location and dimensions of the activity rooms for children. The age group (e.g., infant, toddler) must be documented in each activity room.
    - ☐ Design layout including program activity areas (e.g., sensory, block), large equipment (e.g., tables, shelves, change tables) and storage (e.g., cupboards, counters, staff shelves) for each activity room.
    - ☐ Location and dimensions of the windows in each activity room.
    - ☐ Location of children's washrooms with toilets and sinks identified.
    - ☐ Location of staff washroom and if applicable, staff room.
    - ☐ Location and dimensions of infant nap room, if required.
    - ☐ Location of diapering areas and hand washing sink, if required.
    - ☐ Location of children's individual storage space (e.g., cubbies).
    - ☐ Location of the kitchen, staff room and/or office, if applicable.
    - ☐ Location of common areas.
    - ☐ Locations of entrances and exits.
    - ☐ Location and dimensions of storage space.

Helpful Information:

It is important to note that the indoor play space requirements in the *Day Care Regulations* are minimum requirements. It is recommended that an applicant consult with the Early Childhood Development Consultant as early as possible in the designing of a new facility or in the decision regarding an existing space.

5.2   Outdoor Play Space
A safe, well planed outdoor play space encourages active outdoor experiences for children that meet their developmental needs.

Required:

- ✓ A plan for the outdoor place space that identifies the following:
    - ☐ Dimensions of outdoor space.
    - ☐ Dimensions of separate infant play space with dimensions, if required.
    - ☐ Dimensions and location of large outdoor storage (sheds).
    - ☐ Provision of shade.
    - ☐ Location and type of play structures, if provided.
    - ☐ Location of play activity area (e.g., sensory areas, individual/group areas, active/quiet areas, dramatic play, blocks, pathways).

Helpful Information:

It is important to note that the outdoor play space requirements in the *Day Care Regulations* are minimum requirements. It is recommended that an applicant consult with the Early Childhood Development Consultant as early as possible in the designing of a new facility or in advance of renovating or remodeling an existing space.

6.0   Final Steps

When the required documentation, forms and information have been developed or collected they are to be organized in the order as prescribed in the License Proposal Checklist (Appendix E). The proposal must be submitted in a binder or bound, with a table of contents. The final document is to be clearly labeled with the name of the proposed facility and the name of the applicant on the front cover. An applicant is advised to retain a copy of the proposal for their own records.

Completed proposals must be submitted to the assigned Early Childhood Development Consultant.

Please ensure that all of the required information is provided in the proposal. If, for any reason, documents or sections of the proposal are not submitted, an explanation for their omission must be attached to the proposal identifying the details of the delay and the anticipated date on which they will be submitted. Please note that incomplete proposals may be returned to the applicant prior to review by the Early Childhood Development Consultant.

Appendix A

Employee Handbook

Introduction – A statement regarding the intent of the handbook and may include the history of the organization, if applicable.

Mission Statement – A statement that explains the purpose or the focus of the child care facility and explains why it exists.

Philosophy Statement - A statement explaining the beliefs and values of the licensee regarding children's development, growth and learning. These beliefs and values are influenced by child development knowledge, research, community, culture, religion, ethnicity, language and experience. The philosophy statement explains the approach a facility will take in planning for its daily program, its materials and resources. It can also inform others of the inclusive and diverse nature of the program.

Administrative Structure – This section provides an explanation of the organizational structure of the organization. It may be in diagram form or written form and explains the reporting structure. The administrative structure will vary depending on the legal incorporation of the licensee (Commercial or Non-profit). This section may include information on the designate when the director is not on site. This section includes a copy of the licensee's Privacy of Information Policy.

Hiring Procedures – This section addresses policies related to hiring staff, includes, but is not limited to: advertising (internal and external), interviewing, reference checks, Child Abuse Registry and Criminal Record Check requirements, probationary periods, position offering, orientation procedures, confidentiality, documentation required to be kept on file (classification/training, first aid, emergency contact information) etc.

Work Schedule – This section addresses but is not limited to: hours of work, breaks, holidays, vacations, sick time, personal leave, leave of absence, maternity/parental leave, reporting to work (illness, severe weather), jury duty.

Compensation/Benefits – This section includes but is not limited to: salary scales/ranges, overtime, payday schedule, payroll information (e.g., direct deposit, payroll deductions), timekeeping, benefits (health, dental, retirement, Workers' Compensation). This information includes a policy related to the distribution of the Early Childhood Enhancement Grant, if received by the Licensee, in accordance with the Terms and Conditions.

Employment Information – This section includes policies or procedures related to employment which may include, but is not limited to: job training requirements, job descriptions, performance reviews, discipline procedures, grievance procedures, termination procedures, professional development requirements, staff meeting requirements, dress codes, code of conduct, cell phone use, social media policies, photographs, etc.

Behaviour Guidance Policy –This section will inform staff of the requirement to follow the licensee's behavior guidance policy. It may stipulate the roles and responsibilities of the staff in ensuring the policy is followed. It may include information on how staff will be informed of the policy, how training will be provided, how it is reflected in any performance appraisals and what may be the possible consequences of violating the policy.

Health and Safety – This section includes policies relating to procedures for staff in responding to: accidents, communicable diseases, serious incidents, emergency medical treatment, emergency closure or evacuations, fire drills, medication procedures, allergy or special heath requirements, inclusion of children with special medical or health needs.

Programming Requirements – This section includes responsibilities related to planning and daily programming, documentation requirements, progress reports, outings or playground policies, opening and closing policies, supervision

of children/recording attendance, extended hours care, inclusion of children with special needs, any statements required by the *Day Care Regulations* or related Standards documents, etc.

Nutrition Standards – This section includes information for staff pertaining to the nutritional requirements of children, food safety, and requirements under the Standards for Food and Nutrition. The Standards require the following to be included in the employee handbook:

- Explanation that staff respond to children's hunger cues and provide snacks and meals outside of the regularly schedule.
- Explanation that staff respond to hunger cues and do not force children to finish food that has been served.

Child Abuse Protocol - Child Care staff are in a unique position to identify and report suspicions of child abuse. When placed in this most difficult position, it is particularly critical that child care staff have a solid understanding of the elements related to child abuse: the definition; legal and professional responsibilities; the possible indicators of abuse; and the reporting procedures. A copy of the Reporting and Investigating Allegations of Abuse and Neglect: A Protocol for Child Care Staff and Care Providers Working in Regulated Child Care Settings and Child Welfare Agencies should be available on site for staff use. This section includes information on how staff will be informed of the Protocol and any supports or training that will be available to staff.

Appendix B
Parent Handbook

Introduction – A brief statement regarding the intent of the handbook and may include the facility's history, if applicable. This section includes all required information as per the *Day Care Act and Regulations* (*Regulation* 44(2)). If a facility offers extended hours care, information related to this service should be provided in the appropriate sections.

Mission Statement – As per the employee handbook.

Philosophy Statement – As per the employee handbook.

Administrative Structure – As per the employee handbook.

Enrollment Requirements - This section outlines any information that parents must provide at the time of their child's enrollment (e.g., Health Questionnaire and immunization information, consent forms, contact information). Refer to the *Day Care Act and Regulations* for requirements. This section also includes policies on social media and/or photographing children for media or promotional purposes.

Fees - This section provides information regarding child care fees and may include: fees for each age group (e.g., infant, toddler, pre-school, school-age), methods of payment, payment schedules, penalties for late pick up, late payment policy, returned cheque policy, policy for payment of sick days or vacation days, planned absences, holiday and storm day closures.

Pick up and Drop Off - This section provides information regarding: policies for changes in children's schedules, policies for late pick-up, procedure to request identification for non-parental pickup and any notification requirements if a child is not going to attend. This section should also address the procedures for school age children with regards to walking or transporting children to and from school.

Child Care Program - This provides parents with information regarding the children's program including; the goals, curriculum approach, program plan posting, daily schedules, nap/rest time policies, and inclusion policies. It should include information about how children's developmental progress is documented and how this information is shared with parents. This section will speak to communication between parents and the staff caring for their children. A reference to the Standards for Daily Program in License Child Care Facilities can be made in this section.

Behaviour Guidance - This section will inform parents of the facility's behavior guidance policy, including the requirements outlined in section 19(2) of the *Day Care Act ad Regulations*.

Nutrition Standards – This section informs parents about the menu and any other related policies regarding nutrition. The section includes any required information that must be shared with parents according to the Standards for Food and Nutrition including:

- Supporting mother's breastfeeding anywhere in the facility.
- Informing parents that staff allow infants to explore their food; feed themselves; and respond to children's cues of hunger and fullness.
- Explaining the requirement for foods that have been donated to or purchased for the centre.
- Explaining that staff responds to children's hunger cues and provide snacks and meals outside of the regularly schedule.
- Explaining that staff responds to children's hunger cues and do not force children to finish food that has been served.

Health and Safety – This section provides information on the policies and procedures in regard to accident, illness, exclusion due to illness, sun safety and communicable disease. Ensure that any requirements of the *Day Care Act and Regulations* and the provincial Guidelines for Communicable Disease Prevention and Control for Child Care Programs and Family Home Day Care Agencies regarding communicable disease prevention are included. Information may be included regarding accident and/or incident reports. This section should inform parents that child care staff are legally obligated to report any suspicion or allegation of child abuse under Section 24 of the *Children and Family Services Act*. **Emergency Closing Procedures** - This section of the parent handbook provides information to parents regarding policies and procedures in the event of a facility closure. Information typically provided includes: process for advanced notification of closure, closure procedures when children are present.

Children's First Day – This section provides information to parents about their child's first day and how staff and parents can enable a comfortable transition to child care for all. Information included in this section may be: recommendations for a gradual transition to starting in a child care program, what a first day may look like, encouragement for families to voice concerns and/or ask questions.

Children's Needs - It is important when a child starts in a child care centre that they have the items they will need while there. It is recommended that child care facilities compile a list of items a child will need and provide this list in the parent handbook. Items will vary depending on the age of the child, and the program in which they are enrolled. Items that may be included are: napping requirements, seasonal clothing requirements, provision of diapers, wipes, or other toileting supplies.

Family Involvement and Parent Communication - This section of the parent handbook should reflect the facility's commitment to parent involvement and provides parents with information regarding ways in which the facility strives to include parents. Information about the parent committee (Section 47), parent volunteer opportunities, parent teacher meetings, and children's portfolios/progress reports are included.

Having open communication and a positive relationship with parents is probably one of the best ways to prevent conflict. Ongoing communication between child care staff and parents creates a climate of trust, helps build constructive relationships with families, and helps to prevent misunderstandings and miscommunication. Facilities will find it helpful to establish a procedure for parents to use when they have a concern. Policies of open communication and parent support give parents the opportunities to relate concerns in constructive ways. Information regarding the facility's privacy policy should also be included here.

Sign Off – Written confirmation that the parent has received the parent handbook (Reg. 44(5)). This form is placed in the child's file upon enrollment.

Appendix C
Resources

Day Care Act and Regulations , Standards and Material and Equipment Lists
http://gov.ns.ca/coms/families/provider/DayCareActandRegs.html

Guidelines for Communicable Disease Prevention and Control for Child Care Programs and Family Home Day Care Agencies
http://www.gov.ns.ca/hpp/publications/Childcare-Manual-November-2008.pdf

Reporting and Investigating Allegations of Abuse and Neglect: A Protocol for Staff Working in Regulated Early Childhood Care Settings and Child Welfare Agencies. Available from the ECDC (see Appendix F).

Government of Canada Web Site Information

Business Canada - Government Services for Entrepreneurs http://www.canadabusiness.ca/eng/
Sub sections including subjects like: Hiring Staff http://www.canadabusiness.ca/eng/85/
http://www.canadabusiness.ca/eng/guide/1556/

Industry Canada – Programs and Services
http://www.ic.gc.ca/eic/site/ic1.nsf/eng/h_00006.html

SME Bench Marking Tool (Small & Medium-Size Enterprise)
http://www.ic.gc.ca/eic/site/pp-pp.nsf/eng/home

Human Rights Commission – Publications
http://www.chrc-ccdp.ca/publications/alphabetical_alphabetique-eng.aspx

Anti-Harassment Policies for the Workplace: An Employer's Guide March 2006
 http://www.chrc-ccdp.ca/publications/anti_harassment_toc-eng.aspx

Preventing Discrimination: Tools and Resources
http://www.chrc-ccdp.ca/preventing_discrimination/tools_outils-eng.aspx

Managing Employees - Performance Problems
http://www.hrmanagement.gc.ca/gol/hrmanagement/site.nsf/eng/hr05196.html

A guide for businesses and organizations: Your Privacy Responsibilities http://www.priv.gc.ca/information/guide_e.pdf

Volunteer Canada - Information on laws regarding screening
http://volunteer.ca/topics-and-resources/screening/laws-and-screening

Primer for Directors of Not-For-Profit Corporations
http://www.ic.gc.ca/eic/site/cilp-pdci.nsf/eng/h_cl00020.html

Nova Scotia Government Sites
Services for Business   http://www.gov.ns.ca/snsmr/access/business.asp

Nova Scotia Community Counts
http://www.gov.ns.ca/finance/communitycounts/.

Labour and Employment Issues
http://www.gov.ns.ca/lae/LabourEmploymentIssues.asp

Guide to the Labour Standards Code of Nova Scotia
http://gov.ns.ca/lwd/employmentrights/docs/LabourStandardsCodeGuide.pdf

Employer Guide for drafting job application forms and interview questions
http://www.gov.ns.ca/humanrights/pubs/For_Employers_E.pdf

Screening Sites
To apply for a criminal record check, Individuals should contact their local RCMP or regional police department.

Child Abuse Registry
http://gov.ns.ca/coms/families/abuse/ChildAbuseRegister.html

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References

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Chandler, Karen. (2009). *Administering for Quality: Canadian Early Childhood Development Programs*. Toronto, Ontario: Pearson Prentice Hall.

Morgan, G., & Emanual, B. (2010). *The Bottom Line for Children's Programs. What you need to know to manage the money.* Watertown, Massachusetts: Steam Press.

Nova Scotia Child Care Association/Association des services de garde à l'enfance de la Nouvelle-Écosse. *Nova Scotia Child Care Associations Suggested Minimum Salary Guidelines - Phase 3(2010-2012).* Assessed through the NSCCA.

N.S. Department of Finance. (n.d.). *Nova Scotia Community Counts Brochure.* Author.

Olds, Anita. (2001). *Child Care Design Guide*. New York: McGraw-Hill.

Appendix D

Statement of Revenue and Expense		
For The Year Beginning _____ *and Ending* _____ *Total Operating Days* _____ *Projected enrollment* _____		
Revenue		
	Parent Fees	
	Early Childhood Enhancement Grant (ECEG)	
	Supported Child Care Grant (SCCG)	
	Fund Raising	
	Donations	
	Interest Earned	
	Other	
	Total Revenue	
Expenditures		
	Salaries & Wages	
	Statutory Benefits (e.g., EI, CPP)	
	Other Benefits (e.g., WCB, Health, Dental))	
	Rent/Mortgage	
	Utilities (e.g., Heat, Light)	
	Maintenance (e.g., Cleaning, Snow removal)	
	Program Supplies	
	Food/Groceries	
	Advertising/Fundraising	
	General Maintenance (e.g., building repairs, playground)	
	Furniture & Equipment	
	Transportation	
	Office & Telephone	
	Staff Training/Professional Development	
	Insurance	
	Bank Service Charges	
	Line of Credit Payments	
	Loan Payments	
	Property Tax	
	Accounting/Audit Fees	
	Other	
	Total Expense	
	Net Income/Deficit	

<div align="center">**Appendix E**</div>

License Proposal Checklist

Introduction
☐ Cover Page

☐ Early Childhood Development Services Child Care Facility Proposal (ECDS-802) form

☐ Copy of *Certificate of Registration*

☐ Table of Contents - To facilitate the review process, ensure that the proposal follows the sequence identified in the ECDS-802 form and pages are appropriately numbered and referenced.

1. General Information
1.1 Program Description

☐ Program type (Full Day, Part Day, School Age);

☐ Hours of operation (Extended Hours);

☐ Total license capacity;

☐ Age grouping and number of children in each group;

☐ Daily fees for each age group; and

☐ Number of staff required.

1.2 Operating Budget

☐ Three year financial projection (operating budget)

2. Administration and Staff
2.1 Applicant's Information

☐ Licensee's information

2.2 Director's information (if available)

☐ Name

☐ Training/classification documentation

2.3 Employee Handbook

☐ Copy of the employee handbook

2.4 Parent Handbook

☐ Copy of parent handbook

2.5 Files and Forms

☐ Application for enrollment

☐ Children's Health Questionnaire/Immunization Records

☐ Attendance forms for each age group

☐ Consent for emergencies; permission for outings/field trips; permission to walk between school and the facility for school age children

☐ Accident/incident reports

☐ Semiannual child development reports

☐ Medication forms

☐ Infant/toddler Daily Records

☐ Infant feeding plans

2.6 Parent Committee

☐ Parent Committee information

☐ If applicable, terms of reference or guidelines

3. Nutrition, Health and Safety
3.1 Nutrition
☐ Sample menu
☐ Sample infant feeding form (if applicable)
☐ Nutrition related facility policies

3.2 Health and Safety
☐ Facility policies for management of infections and illnesses
☐ Procedures for recording children's illness symptoms
☐ Health procedures (hand washing, diapering, etc.)
☐ Sample forms (cleaning and sanitizing, fire drill, etc.)

4. Program
4.1 Program Statement
☐ Philosophy statement
☐ Statement on meeting program Standards
☐ Inclusion

4.2 Daily Routines and Transitions
☐ Statement on meeting Standards
☐ Sample daily schedules/routines

4.3 Program plans
☐ Sample program plans
☐ Routine Based plan
☐ Description of alternate approaches to programming (if applicable)

4.4 Learning Environments, Materials and Equipment
☐ Material and Equipment check lists

4.5 Outdoor Play Environment
☐ List of Commercial Equipment (if applicable)
☐ List of outdoor material and equipment

4.6 Behaviour Guidance
☐ Behaviour Guidance Policy

5. Physical Environment
5.1 Indoor Space
☐ Floor plan

5.2 Outdoor Space
☐ Outdoor space plan

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Appendix F

ECDS Regional Offices

Central Region

Department of Community Services
Early Childhood Development Services
Portland District Office
44 Portland Street, Royal Band Building
PO Box 857, Dartmouth, N.S., B2Y 3Z5
Phone: (902) 424-2083 **Fax:** (902) 424-7714

Northern Region

Department of Community Services
Early Childhood Development Services
Colchester District Office
60 Lorne Street
PO Box 950, Truro, N.S., B2N 3K3
Phone: (902) 893-5950/ **Fax:** (902) 893-5609

Western Region

Department of Community Services
Early Childhood Development Services
Yarmouth District Office
10 Starrs Road, Yarmouth, N.S., B5A 2T1
Phone: (902) 742-0741/ **Fax:** (902) 742-5291

Department of Community Services
Early Childhood Development Services
Kings District Office
10 Webster Street, Suite 202
Kentville, N.S., B4N 1H7
Phone: (902) 679-5146 / **Fax:** (902) 678-3072

Eastern Region

Department of Community Services
Early Childhood Development Services
Provincial Building
218 MacSween Street, Unit 3
Port Hawkesbury, N.S., B9A 2J9
Phone: (902) 625-0660 / **Fax:** (902) 625- 4021