

Christopher Robin's Playhouse & Childcare Centre

Before & After School Care Program



Parent Handbook 2018-2019

Revised March 2018

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Accreditation
of Early Learning and Care Services

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Learning & Growing Together

Introduction:

We would like to introduce you and your child to Christopher Robin's Playhouse & Childcare Centre Before & After School Care Program. We are conveniently located on the 2nd floor of the Cochrane Arena. Since 2004 we have been dedicated to providing school-aged children with exceptional care in an enriched program that is fun, interesting and educational. Children enjoy our technology Centre where nature is used to foster the child's imagination & spark a natural curiosity and desire to learn. We play outside rain or shine! Each week consists of outside free play, walks, forest play, park play, group games, music, singing, art & crafts, baking, bees wax modeling, handwork crafts and of course a whole lot of fun!

Philosophy:

Christopher Robin's offers an enriched program for school-aged children Kindergarten to grade 6. It is designed to supplement the school experience, providing the children with opportunities to use and extend their knowledge in a fun supportive environment. It also gives the children the freedom to choose and time to relax. We believe that children learn best through play in a natural environment planned to encourage discovery, independence and social interaction. In order to develop self-esteem and social competence, the children are encouraged to help themselves, take initiative and become increasingly independent. Our Program offers school age children the opportunity to socialize and explore in a beautiful, nature inspired environment that considers their individual needs, interests and developmental levels.

Goals and Objectives:

1. To support each child with self-esteem by fostering a sense of self worth, self-awareness, and self-confidence during their stay.
2. To recognize the importance of individuality in each child and encourage independence.
3. Recognize, respect and meet the developmental needs of each child in the Program.
4. Provide an environment that encourages and motivates all the children's levels of development.
5. To give each child optimum opportunity to experiment, explore and discover for themselves as much as possible in a safe, nurturing environment.
6. To help each child learn to develop wholesome relationships with others by providing understanding and guidance.
7. Balance each child's visit by providing opportunities to play, have a nutritious snack, socialize, and engage in physical activity.
8. Be flexible in program planning to meet the individual needs of the children.
9. Provide the children with activities that are age-appropriate and give the children the choice of engaging in both structured and non-structured activities.
10. Remain sensitive to the needs and feelings of all the children in the Program.

Contact Information:

609 4 th Avenue North (classroom inside the Cochrane Arena)	(403) 851-5010
After Hours Arena Emergency Number	(403) 333-1517
Christopher Robin's Director's Office Number	(403) 932-7870

Licensed Capacities:

Arena Location – 77 Children Kindergarten - Grade 6

Main Classroom – 50 Children Kindergarten - Grade 6

Multi Purpose Room – 27 Children Kindergarten - Grade 6

Licensed for children 4^{1/2} - 12 years attending Elizabeth Barrett, Manachaban, Glenbow Elementary, Mitford School, Ranchview, Fireside, Holy Spirit, Notre Dame, Tiny Town Kindergarten, Foothills Creative Beginnings, It Takes A Village Kindergarten & the Cochrane Christian Academy.

Grouping of Kindergarten and School-Aged Children:

Christopher Robin's is currently licensed for children Kindergarten through grade 6. Any Kindergarten child enrolled in the Program must be enrolled in a morning, afternoon or full day program at one of Cochrane's designated schools. Specially planned activities are implemented for the kindergarten children from 9:00am – 3:30pm, until the school-aged children join them. These activities include free play in our beautiful home-like classroom, arts and crafts, stories, songs, music, baking, handwork lessons, wet-on-wet painting, forest play, walks and plenty of outdoor play. The Program is designed and planned to cater to the diverse age-group allowing the older children to take initiatives and become leaders and role-models while special care and attention is given to the younger children to ensure that the children feel both safe and secure around the older, more active children. Groups are planned at the beginning of each year and are usually implemented by placing children together who are 7 and under and then those that are 8 and up.

Classroom Structure:

Waldorf-inspired education with an Amelia Reggio atmosphere is blended into the Program through nature integration and the warm classroom environment. It is structured and non-structured, balanced and developmentally appropriate which is designed to educate "the whole child" nurturing their heart, head and hands. We do this by creating a warm, beautiful and loving home-like environment, which is protective and secure, and where things happen in a predictable, rhythmic manner. The Waldorf-inspired toys used in the classroom nourish the senses with their natural materials, behold beauty of our natural world, inspire imagination and creativity, and are multi-functional.

Our natural classroom environment consists of learning centres which include sand and water play, creative art, dramatic and housekeeping play, book/quiet corner, social and brain games, block play, table toys, science and sensory stations, homework area, cultural/world centre and fine motor manipulative play. Each centre is designed to let the children explore learning in a fun, relaxed manner. It also promotes self-learning and individual responsibility. Please see the Programs FAQ sheets for more information on Waldorf/Nature inspired programming.

Programming:

The classroom environment is planned to support a flexible approach to play and learning providing the children with a variety of intriguing opportunities for both structured and non-structured activities based on inspiring, real-world themes and festivals. These themes will help the children expand on the knowledge and skills they have already developed. The Program is planned based on the children's needs and abilities,

observation and input, as well as Program goals and values. Our Program is designed to meet the needs of the ages and abilities of the children and reflects both intentional and spontaneous activities.

We believe that the children in the Program are our greatest teachers and we strongly value their ideas and input. The children may request ideas for planning and programming by speaking to one of the staff members, bring ideas forward during group time, or submitting their request in the suggestion box. These ideas may include creative activities, outside games, cultural activities, field trips or even themes.

Kindergarten children who attend a ½ day program typically have about a 4 hour block in which we call Kindercare. During this time the children engage in a Lesson/Group Time, which is co-ordinated with our weekly or monthly Theme. Here, the children learn about something new within that topic, and then engage in an activity to follow the lesson and further the knowledge, (crafts, hands on activities, handwork lessons, baking, wet-on-painting, nature planned lessons, etc.); they also have time for outside play, snack and free play in the classroom.

For children grades 1 and up, the Program is less teacher lead, giving the children a chance to explore and learn at their own direction and pace. Following the same Theme, the staff plans weekly “Challenges” for the children to engage in. Staff members are available to help a child when in need, but they are also designed for self-regulated learners to work independently. These challenges include crafts, bee’s wax modelling, wet-on-wet painting and handwork crafts including knitting, crochet and sewing. During the Program time the older children also have group time, outside play/gross motor or game time and a nutritious snack.

Throughout the year the children will also have a chance to participate in activities in the Cochrane Arena as well as planned field trips, special visitors and other planned activities and outings.

Outdoor Policy:

Christopher Robin’s believes that exercise and outdoor play is essential for the children’s growth and development, instilling a healthy lifestyle among the children. Parents should dress their children in clothing suitable for indoor and outdoor play, taking account the weather, and staff are responsible for ensuring the children wear any appropriate items when going outside. Children are required to have with them everyday the clothing required to allow them to engage in outside play for various lengths of time. This can sometimes include snow pants on chilly mornings for layering, even if there is no snow present on the ground or rain gear for raining days. Children love playing in the rain and this can be a very beneficial play experience if they are dressed warmly and can be kept dry.

Outside play times are scheduled in the morning and afternoon for Kindercare children as well as late afternoon for children in full-time school. We will only cancel outside play if the temperature drops below -20°C. We play outside rain or shine; this means hats, wind/snow pants, and layering for our ever-changing weather is required. If a child does not have the appropriate clothing, parents may be called and asked to pick up their child.

The child develops strength, balance, agility, grace, flexibility, competence and confidence when engaging in gross motor/outdoor play. What can be learned playing inside a classroom differs from being in the elements

where the child can enjoy nature while naturally learning about things such as animal habitats, plants, local environment, patterns and even symmetry. Nature can also bring inspiration and ideas for artistic expression, story writing, poetry and descriptive writing that they will do in school as well as into their free play. Plenty of time outdoors walking, playing and exploring, is implemented throughout each day and more time is allotted on Fridays, where children are out early from school. This can include walks, hikes and exploring on the path system and forested area leading to Cochrane Ranch. We spend lots of time outdoors walking and exploring, so your child can count on plenty of free play and lots of time outdoors, rain, snow or shine!

Forest & Risky Play:

Christopher Robin's believes Forest Play allows children to take risks and attempt new challenges they would not face in a classroom or on playground structures and benefits the children in building confidence, gaining social and communication skills, provides them with knowledge and understanding of the world around them and gives them a chance to gain new perspectives. It is not only educational but also fun while allowing children to play, explore and discover. Children who participate in Forest Play are generally observed to be happier and calmer in classroom settings. Fresh air, the excitement, getting mucky – it doesn't get child friendlier than that!

There are opportunities for children to try more risky activities such as climbing, balancing, rolling, muddy/wet play, fort building, water play in creeks and streams and even in campfire building. This adds a sense of excitement and adventure for the children, who are free to explore and manipulate the environment around them using all of their senses. The Cochrane Ranch is the perfect area for children to explore, use their senses, work together and are given the chance to create and sometimes get mucky and wet!

The environment in which we provide this play is risk assessed and ratios are lowered to ensure safety and supervision is paramount. As a group, the children are explained the boundaries and limits of the day prior to play, are taught to watch for others, be conscience of their surroundings and act accordingly. This is taught throughout the year by first engaging in nearby walks on the pathways where the children are slowly given more opportunities to explore. Each time, the staff model behaviours expected as well as engage in discussions of the safety and risks present. For example: The staff might say after being asked if a fort can be built, "I think we could build a fort, but can you first tell me some of the things that could happen if we aren't careful?" This opens the door to talk about what to do or not do and the consequences of not complying with the rules and boundaries set out.

The staff closely monitors and supervise the children and intervene when necessary to ensure that the play is stopped if needed. For example: The children are taught that sticks can be used to build forts or used as a walking aid, but if we see the sticks being thrown, swung in the air, etc., then the child is given the option to play in a manner that is not dangerous to him or herself and others in the group or may be asked to find an alterative activity to engage in or not be allowed to continue the activity.

Education & Homework:

Christopher Robin's believes that children learn best when doing, and all play experiences can be used to teach, providing the children with opportunities to use and extend their knowledge. Quiet areas of the room

can be utilized for children to read a book or work on a quiet activity if they choose so, or just need time away from the group. Staff are always eager to help those children who may have homework or school reading to do, and we encourage the children to take pride in their work and accomplishments. There is a child-sized desk available to the children that include various art materials, pencils, rulers and headphones to block noise. If you wish to have your child complete his/her homework at the centre, please inform one the staff members.

Technology & Cell Phones:

In today's world, technology takes on an active roll in the lives of children, at school, home and can be, if used responsibly and properly, a vital learning tool. We use very little technology in our Programing; however, if it is incorporated it is always intentional, limited, monitored and purposeful. On occasion the Program will on a PD Day, allow the children to bring in board games or watch a movie. In these cases, the media must be non-violent, unbiased, age appropriate and not sexual. Staff will review all media, and they will always have the final say on its approval.

During your child's stay we ask that no iPods or cellphones be brought into the classroom. If a child does have a device on him or herself, we ask that they kindly turn it off and put it into their backpack for safekeeping. If you feel the need to get a hold of your child, please call the Centre and we will gladly pass your child the telephone or relay them a message.

We believe that a central aim of our Program is to stimulate the healthy development of the child's own imagination. Research indicates that electronic media can hamper the development of the child's imagination. In addition, there is an awareness of the physical effects of media on the developing child, as well as the content of the programming. Recent studies show that television hinders this process in young children and shows that television affects the brain in many ways that would weaken the imagination in children. The first effect that translates into a weaker imagination is the occurrence of "jump cuts" in television that fracture attention spans. At the same time, studies show that the brain is then programmed to reward itself with "dopamine" (the happy drug) for being able to cope with this fractured attention span. Basically, people become addicted to functioning with a fractured attention span. Extreme multi-tasking and children being enrolled in tons of "after-school activities" are also a result of this addiction. Imagination is naturally lost when our minds cannot focus. Children are encouraged to create their own images and ideas, and experience topics directly as much as possible. Computer and media use as a tool for further developing their creativity, communication and academic skills is highly limited at all times and only used by the discretion of the Director.

Social Media:

We try to keep parents up-to date with programming and occasionally will add pictures or videos of the children engaging in activities or while on field trips, nature walks or outings on our website, Twitter Account or Facebook page. If you are not comfortable having your child's picture on social media sites, please advise the Director by not signing the clause found in the Parent Agreements of your Child's Profile. We also keep beautiful photo albums in the Centre of our years at glance and use pictures on monthly documentation boards in the foyer where each month you will see a board that highlights the activities and interests of the children at play.

Diversity & Children with Disabilities or Special Needs:

In the case of children with disabilities, each case will be looked at individually, with the child's best interest as the Program's first priority. If Christopher Robin's is able to meet the individual needs of the particular child, then the child will be accepted to the Program. Any necessary changes will be adapted or implemented to accommodate the child in need. The Program Director works with Staff, families and schools to ensure a plan is put into place in order to assist the child with success into the Program. If all attempts are to accommodate the child in need are unsuccessful, then the Program may terminate the child's care. Please note that every attempt will be made to allow any child the opportunity to be a part of our experience.

Christopher Robin's is not affiliated with any church or religion. Our pedagogy is based on a belief that there is a spiritual dimension to the human being. Festivals are celebrated throughout the year that recognizes seasonal changes and some come from a religious background such as Christmas, Advent and Easter. Gratitude is shared and appreciation of nature is acknowledged through giving thanks and blessings. All children and families are welcome to join our Program.

We strive to ensure that all children in the Program are included and incorporate diversity by using tools such as lists of cultural holidays and the child's individual needs and backgrounds. Through Programming and festival celebrations, we strive to acknowledge and celebrate diversity by providing children with the opportunities to learn and engage in a variety of cultural experiences. We encourage families and children to share with us their cultural traditions, special talents and heritage.

Parent Involvement:

Christopher Robin's has an open door policy. Parents are always welcome to visit or volunteer in the classroom or on field trips, however due to the nature of the Program, it is not mandatory. Any parent volunteer left unattended with the children are required to have a police security clearance check. If you wish to volunteer, please speak to one of your child's teachers. We also invite parents to please contact us if you would like to add any input or ideas on future programming, field trips, newsletters or staff meeting ideas. Parent input is always appreciated and valued.

Daily Rhythms:

We believe that early on in life, children really care about one thing, their security. In infancy if their initial needs are met – they're well fed, changed and unharmed, then they're generally satisfied. Eventually they must begin to develop mastery. Mastery is the ability to meet task demands because one is equipped with the necessary tools. This is a shift from being taken care of as an infant completely to gradually being able to take care of oneself. The key to taking care of oneself is the understanding that there are reliable patterns in life, and having a clear idea about what comes next. The daily rhythms of our days and weeks are consistent so that the children know "what comes next" and can begin to develop skills that will allow them to manage the constantly shifting expectations of everyday life. It also brings more order and meaning to the activities we plan so the children have a clear understanding of what is expected. Children between 3 and 8 years of age thrive on their burgeoning mastery; they are developing their competency skills and love to experience "I can do it" and "I did it" moments. Rhythm gives them something to gauge their success against. Each year our Daily Rhythms Schedule is created to meet the needs of the children and ages in the group. These activities may include but are not limited to free play, outside/nature play, walks, hikes, science activities, crafts, music,

baking, sewing and creative movement or any other special activity pertaining to the specific week, unit, festival, season or holiday we are celebrating. Daily Rhythms are posted on the Parent Board/Classroom Walls and are emailed to Parents at the beginning of each year.

Communication:

We believe that communication with parents is vital in helping the children develop to their full potential. Located in the entranceway, there is a **Parent Board** notifying parents of the activities that the children will be participating in during that week. We encourage parents to read the parent-board and feel free to discuss issues that you may have regarding your child with his/her teacher at any time. There is also a parent Communication Book located under the parent Board beside the sign in sheets. Please feel free to communicate with Staff any critical messages that need relayed. IE: If your child will be away for a particular day or length of time, or an alternate person is picking them up.

Staff members take a moment to ensure that each child is greeted at the beginning of the day and welcomed with open arms. We ask that parents also take a moment to ensure that you have made eye contact with one of the staff while signing your child in. At the end of each day, Staff members strive to connect with parents about your child's day and ensure any challenges or positive/extra-special experiences are communicated. If you would like to set up a meeting to further discuss your child's progress, please feel free to ask one of the Staff or call the Centre directly and the Program Director would gladly meet with you.

You will find your child's, take-home activities, crafts and accomplishments in his/her **Mailbox or Cubbie Locker**. Please check your child's mailbox cubby **everyday** to ensure you have all of the information you and your child need. Copies of handouts are also posted on the Parent Board. Newsletters are delivered seasonally via email and are typically as follow:

1. Welcome News
2. Fall News & PD Days
3. Winter News & PD Days
4. Spring News & PD Days
5. Year End News
6. Any other emails when necessary such as reminders, summer camp information, registration, changes in policies, etc.

Communication with School/Community Partnerships:

All Cochrane Schools and Community Resource Centres are aware of our Program and every effort is made to be aware of their current newsletters and community events. Throughout the year programming is created which involves the children, families and staff in both local and global partnerships. Some of these may include shoebox campaigns, going to the schools to volunteer or participate in assemblies, food bank donations, raising Canadian Tire money for the Cochrane Humane Society, visiting the Cochrane Ranch historical site, Cochrane Fire/EMS or any other community partnerships that might be valuable to the children and our current programming. Parental involvement is appreciated as these kinds of partnerships really help to foster a strong sense of community and belonging within the children.

Transportation:

Glenbow, Ranch View & Fireside Schools – All children registered in these schools are transported to and from the Centre via a Chartered Southland Transportation school bus, certified staff member in a properly insured vehicle or company vehicle or a chartered company such as Tiny Tots Student Taxi Services. A staff member or chartered personnel will always accompany the children to and from the bus stop, school property or classroom doors if Kindergarten.

Mitford School – Kindergarten children in a morning program are transported to school via a Southland Transportation school bus and picked up by a Southland Transportation school bus, certified staff member in a properly insured vehicle or company vehicle or a chartered company such as Tiny Tots Student Taxi Services. Kindergarten children in an afternoon kindergarten program are also transported to school this way and are transported back to the Centre via a Southland Transportation school bus. All children grades 1 and up take a Southland school bus to and from Mitford School. A staff member will always accompany the children to and from the bus stop, which is located at 609 4th Avenue North and stops in front of the building.

Notre Dame & Cochrane Christian Program – Kindergarten children as well as children grades 1 and up are required to take a bus to and from the Childcare Centre. The school bus for Notre Dame picks up and drops off the children on the east side the field of the Arena on Chinook Drive, and the Cochrane Christian Program Bus pulls into the Arena parking lot located at 609 4th Avenue North and stops in front of the building. A staff member will always accompany the children to and from the appropriate bus stops.

Holy Spirit School – Kindergarten children in a morning program are transported to school via a Southland Transportation school bus and picked up by a certified Staff Member of the Program via vehicle or walking, weather dependant. Kindergarten children in an afternoon kindergarten program are also transported to school by a certified Staff Member of the Program via vehicle or walking, weather dependant, and are transported back to the Centre via a Southland Transportation school bus. All children grades 1 and up take a Southland school bus to and from School. A staff member will always accompany the children to and from the bus stop, which is located east across the east side of the field of the Arena on Chinook Drive.

Elizabeth Barrett & Manachaban School - Elizabeth Barrett and Manachaban students will be accompanied by a staff member when walking to and from the Centre, unless parental permission has been granted for children 9 years or older.

To & From Policies:

Kindergarten children will be taken to or picked up from school by a staff member of the Program and brought to the facility. The children will be supervised until the bell rings, and picked up after school from their classrooms.

All of the children are explained where they meet their Staff Members whether bus stop or school. Parents are responsible for providing the Program with the child's school, teachers and bus information such as stop and route numbers. No child will be unaccounted for unless we have received a message from child's parent before regular pick-up time. If your child doesn't require transportation or childcare for a particular day,

please let one of the staff members know by calling the Childcare Centre at the appropriate location. If a child can not be located at the meeting place or doesn't come off the school bus, Staff will remain at the school until a parent or emergency numbered person has been contacted and the child's whereabouts are confirmed. This may also include calling the school to ensure the child was present in case they may have missed their bus. If a parent fails to call the Program more than once to announce the absence of their child and it becomes a problem, the parents may be asked to remove his/her child as inadequate communication and a missing child forces the Program to compromise the care and programming for the other children, is dangerous, puts the child at a possible risk and is deemed unacceptable. If the child misses his/her bus, a parent or emergency contact will be called to pick up the child unless permission has been given for a certified staff member to pick the child up. Permission can be granted on page 4 of the School Information & Transportation Agreements, is highly recommended that all parents sign this waiver to ensure the child can return to the Program safely. If a child misses his/her bus on a regular basis, again the parent may be asked to remove the child from the Program.

If you require bussing, you can make these arrangements with southland transportation by emailing them at cveenstra@rockyview.ab.ca or by calling the office in Airdrie at (403) 945-4104. Registration forms are also available on their website at www.rockyview.ab.ca/transportation

Child Supervision & Ratios:

Child supervision is the foundation of our Program and all efforts are made to Staff over ratio whenever possible. The ratio requirements for childcare licensing under the regulation act is 1:10 for Kindergarten children 4½ to 6 years and 1:15 for children 6 years and up. In order to ensure a safer Program and happier Staff, Christopher Robin's ensures a ratio of 1:10 for all off-site trips, which is a Program policy, not a licensed requirement. In swimming/wading pools and during Forest Play we typically lower this off-site ratio to a 1:7 for maximum supervision depending on the ages and dynamics of the group in our care.

Arrival and Departure:

Please be punctual when dropping off and picking up your child. If your child is going to be late or not attending at all, please call to inform us, for we cannot be expected to wait when taking children to school unless a phone call or message is received.

Not only are you expected to phone if you are going to be late in picking up your child at the end of each day, but you will also be required to pay late charges which must be paid directly to the teacher who remained late with your child. A late fee of \$1.00 per minute will be charged, so **please** be on time.

Alternate Pick-Up:

In order to protect your child, Christopher Robin's will only release the child to their parent, guardian, or any other listed on your Child's Profile. If you need to make arrangements for someone other than yourself to pick your child up, it must be in writing and signed. Please ask for **An Alternate Pick-Up Consent Form**, or write a note, dated and signed in the **Parent Communication Book**. Also note that when doing this the alternate caregiver will require having his/her driver's license (picture I.D.) with them if they are not already recognizable by Staff.

Child Attendance:

Parents are also responsible for signing your child in and out of the program. A Child Attendance Record will be available on the parent-board. This procedure is **very important for it transfers the responsibility** of your child's care to us and vice versa.

Distal Supervision:

For children 9 years or older, Christopher Robin's has a policy labelled distal supervision, which allows a child to arrive or depart the Childcare Centre on their own or with a sibling, walk to and from school or the bus by themselves or use the washroom without staff accompaniment. If your child's school, bus stop or your home is within walking distance from the Centre and you would like to allow your child to arrive/leave by themselves, or be except from our washroom policy a **Distal Supervision Form** must be filled out and signed before a child will be released from the Centre without a parent/guardian present. **Please note that staff has the right to terminate these privileges should the child not behave in a manner that follows the supervision policies of the Program.**

Professional Development Days/School Closures:

Full time monthly fees cover School Days Only. Non-School Days, Professional Development Days, School Holidays, Parent Teacher Interview Days, Inclement Weather Closures and Summer Programs are not included in the monthly fee and require separate sign ups and registration. There is an option to add PD Days to our monthly cost, please see the Registration Package for more details. These days/weeks will be posted along with the Fall, Winter & Spring Newsletters, and hard copies can always be found on the Parent Board and on the website whenever possible. The reason we ask parents to sign up for these days and are so diligent with the fees, is to ensure ratios are maintained. We cannot guarantee a spot for your child unless he or she signed up. If you sign up for a Non-School Day, and no longer require care, we ask that you cancel so that the spot can be filled. We are always very busy on these days and drop-in and part-time children often go without a spot. You must cancel within 24 hours, and spots not used without the adequate 24-hour cancelation will be charged the regular daily fee. Any additional costs of activities planned for that particular day, as well as a Breakfast, Morning and Afternoon snack are included in the daily price; however, parents are required to provide their child with a healthy lunch. Please see our policy regarding lunches for more information.

Off-Site Activities/Excursions:

We believe that off-site activities enhance the quality of the Program giving the children a wide variety of exposure to new and exciting experiences. Whenever possible the Program incorporates these into PD Days and during the summer months. In the case of an off-site activity, parents will be notified via our PD Day forms and these permission forms must be completed before your child can partake. Permission forms also include the time of arrival and departure, the address of the off-site venue, the nature of the activity, as well as the supervision and transportation details. Please note that permission to play at the Elizabeth Barrett School Park and field, and the forest area and pathways leading into Cochrane Ranch are not included in this category, and that permission for these are granted on page 3 of your child's profile under Parent Agreements. Remember, parents are always welcome!

School Closures/Snow Days:

When inclement weather conditions cause bus and school cancellations, Christopher Robin's does remain open, however, ratios must still be maintained, therefore we will only be able to care for as many children as we have staff for. Spots will be given on a first-come, first-serve basis and will be subject to a \$25 fee to cover the cost of extra staff or staff working longer hours to meet the needs of the day.

Separation & Custody:

In the case of any custody disputes or denied child access, the parents/guardians must provide the Program with a copy of the court documents. In these cases or cases of separation or divorce, personal information of each parent/guardian will not be shared with the other party. Also note, that it is the custodial parent/guardians responsibility to ensure the Program's fees are paid in full and on time, regardless of any child support arrangements between the two parties.

Parent/Child Tour & Orientation:

Before a child is registered into the Program, the Program Director engages with parents/family in an initial conversation either in person, via email or over the phone. This includes but is not limited to asking the parents of any previous programs the child may have attended, what kind of care they are seeking, hours required, if any special needs are present, allergies, child personality traits, etc. The Parent is then given a copy of the Parent Handbook as well as the Programs FAQ's or any other documents relevant at the time such as registration forms, summer camps info, parent info sheets, current newsletters, etc. Once the parents have read these documents, and they feel Christopher Robin's would be a good fit for their family and child, there is a follow up meeting where parents and Program Director/staff meet to go over any unanswered questions, tour the room including the parent boards, child time, sheets, classroom centres and to ensure the required documents are filled in their entirety. The child is also shown around the classroom and times are made for the child to come in for trial days before the child starts full time to ensure they are comfortable with their new surroundings. Every effort is made to ensure the child feels and secure. If the child requires more one on time a staff may ask another child to buddy with he/she to better help them fit in with peers and routines.

Admission Requirements:

Registration is on going and is only available on a first-come, first-serve basis. In order to secure your child's spot, all admission requirements must be complete. In the case that the Program is full, a parent may choose to put his/her child on waitlist. Waitlists spots are filled when available, but are not carried over to the following school year.

Before a child can be accepted into Christopher Robin's Playhouse & Childcare centre, the following must be done:

1. Complete the documents required by Christopher Robin's, which includes a complete Child Profile, including Health Information, Signed Parent Agreements and Waivers.
2. Take part in a tour and orientation of the Program.
3. Pay a deposit equivalent to one month's childcare fees.
4. Provide the Program with a void cheque or Direct Deposit Form from your financial institution.

Probationary Periods:

All children welcomed into the Program for each new school year regardless of being registered in years prior, are accepted on a one-month probationary period. This policy is put into place to ensure the Program can meet the needs of the ever-changing and growing children in our care. Each child is assessed on an individual basis, ensuring the Program is able to meet the child's individual needs. Christopher Robin's reserves the right to terminate care after the probationary period if the Program feels that it is best for the child and or the Program. If the child is not accepted after the probationary period, all deposits will be refunded.

Fees & Payment Structures:

All monthly fees are debited on the first of each month (or the 1st business day) beginning on September 1st, (or the first month of the child's care if started mid-year) and end on May 1st, unless one month's notice is given to terminate care otherwise. Any additional Drop-In fees, Snow Days, PD Day fees or PD Day cancellation fees or signed up for by the Parent, will be debited on the 15th of the following month and on the last working day of June for any incurred fees from the last billing cycle.

Late Fees & Declined or Cancelled Payments:

The Program fees are assessed and may be changed on a yearly basis. All fees are to be paid monthly by Pre-Authorized Debit. This applies during sickness and holidays. When a child is absent fees are still applicable. Fees should be paid by the first of each month and are subject to an automatic \$25.00 late charge that will be added to your fees. An additional \$5.00/day will be added everyday after until the fees are paid in full. If this continues and becomes a problem the parent will be asked to withdraw their child from the Program. Any fees left owing to the Program will be sent to collections.

A \$25.00 charge will be required for each payment returned NSF. In such case, the Program may require the fees to be paid in either cash or money order.

Over Due Accounts:

Any accounts overdue or in arrears more than 14 days may result in immediate termination from the Childcare Centre, unless an alternative payment plan has been previously arranged with the Program Director. In this case the deposit will be non-refundable and used toward any fees occurred.

Deposits:

Registration must accompany a deposit cheque equivalent of one month's childcare fees. This fee is applied to the last month of care (termination may be granted with 30 days notice after September 1st of any given year) and is non-refundable otherwise. This fee may also be used to offset any additional incurred fees such as NSF, late fees, non-payment for non-school days, occasional care, etc. In the event that the entire deposit or a portion is used, another deposit or the equivalent will be required. Failure to do so may result in immediate termination of care.

Please make all deposit cheques payable to Christopher Robin's Playhouse

Subsidy:

Child care subsidy is available to those parents/guardians that qualify and information can be found on their website at www.child.gov.ab.ca/childcaresubsidy. Please note that it is parents' full responsibility to ensure that subsidy claims has all appropriate documents and that your child's minimum hour requirements are met. Any fees not covered by subsidy for ANY reason will be the full responsibility of the parent/guardian. If fees are declined or late, the full payment owing must be received immediately and will be credited back to the parent when the subsidy amount is received by the Program. Failure to do so will result in termination for non-payment.

Deposits for Subsidy Clients:

If you require or receive subsidy, a copy of your approval letter and a minimum deposit of \$100/child or your parent portion (if greater than \$100) is your deposit amount. If at any time the subsidy amount changes, the deposit amount will also be required to match the difference.

Termination by the Program:

If Christopher Robin's chooses to give notice to a parent, a full reimbursement or a pro-rated amount if in the middle of a month will be issued. At this time the parent may terminate care immediately without a paid notice, and your deposit will also be returned to you at this time, as long as your account hasn't become in arrears. When care is terminated, any unused post-dated cheques will be also returned to the parent.

Termination by the Parent/Guardian:

A minimum of one month's written notice is required to withdrawal from Christopher Robin's by filling out a Program Cancellation Form and submitting it to the Program BEFORE the first of a month or by sending your request via email to the Program Director. The deposit will only be used towards your last month of care if you give notice before the first (1st) of a month, prior to the Pre-Authorized payment being withdrawn for that particular month.

When the Program receives the Cancellation Form prior to the first of a month, your account will not be debited for that month and the deposit is used towards the last month's fees. If notice isn't received before the pre-authorized amount is debited, the deposit will become void and used to offset any costs incurred by the Program in not being able to adequately fill your child's spot.

Hours and Holidays:

Our hours of operation are from 6:30am – 6:00pm Monday to Friday, from the first of school in September, through to June on the last day of school. Childcare for the summer months is available through our Summer Programs, which run for the months of July and August. Summer Program information will be available in the spring of each year, and is available on a first come, first served basis only.

Program Closures:

Please note, that effective February 2015, we will be closed over the 2 week Christmas Break following the Rockyview School Calendar for future school years. Please be advised that our **Christmas break and**

holidays are inclusive with the monthly price and that same fees apply to all the months of the school year. These prices do not apply to the Summer Programs.

We are closed for the following holidays:

Labour Day	Boxing Day
Thanksgiving Day	New Year's Eve
Remembrance Day	New Year's Day
Family Day	Easter Monday
Christmas Eve	Victoria Day
Christmas Day	Canada Day
Good Friday	Civic/Provincial Day

Child Expectations:

Christopher Robin's is a fun and educational experience and our goal is to provide a safe and caring environment while encouraging children to develop to their full potential, gaining valuable problem solving skills and an attitude to learn. We thrive to ensure the children are given a wide variety of activity and enriched opportunities, therefore; we expect children to be thoughtful, respectful, considerate, and accountable while in our care. The Staff are trained to identify the child's strengths and attributes and work with each child to guide them through challenges, bullying or conflicts. Please note that Christopher Robin's has a zero-tolerance for bullying and staff are taught to intervene immediately when bullying occurs, guiding the children through the process of dealing with these issues. Whenever possible, Staff include children in discussions, rule making and planning to ensure children have the opportunity to express their needs and desires.

Guidance Policy:

Christopher Robin's Playhouse & Childcare Centre believes guidance is essential in assisting children through their developmental years. All staff members are taught to model supportive behaviours and interact with the children and each other with good humour, acceptance, kindness, affection and respect, ultimately promoting these behaviours in the children.

We encourage the adults in the children's lives to be fair, firm and consistent. By the use of modeling acceptable behaviour, redirection, encouragement, change of environment, and short time-a-ways, the child will learn the limits of their social environment. We believe children feel safe and secure when limits are set and adults follow through in keeping these limits.

Through logical and natural consequences, children learn responsibility for their behaviour. Natural consequences are those, which permit children to learn from the natural order of the physical world, If a child spills juice, no one is angry, instead the child helps to clean the mess. Logical consequences are those, which permit children to learn from the reality of social order. If a child were to take something from another child, they would be moved from the group to engage in something else, until the child decided to play with that child in an acceptable manner.

No form of abusive punishment may **ever** be used. This includes inflicting any form of physical punishment, verbal or physical degradation or emotional deprivation, denying or threatening to deny any basic necessity, or use of any form of physical restraint, confinement or isolation.

Parents are also required to read this policy and sign on page 3 of the Registration Form under Parent Agreements, verifying that all guidance and behaviour policies and are understood by both the parents and the children registered in the program.

Behaviour Policies and Procedures:

The following behaviours will not be tolerated from any child, and may result in warnings, suspensions or termination from the Program.

- Striking another child or staff member.
- Derogatory and/or abusive language.
- Leaving the premises without permission.
- Property and/or equipment destruction.
- Theft from the Program or of other people's belongings.
- False accusations about other children, parents or staff.

First Offence - The child will receive a warning of a three-day suspension and the parent will be advised of this in writing when they pick up their child. The child will also be on probation for the incident for the next month. If a repeat offence occurs, it will result in an immediate Second Offence.

Second Offence - The child will receive an immediate three-day suspension and the parents will be advised in writing. The child will be on probation for the next three months and a repeat offence will result in the Third Offence.

Third Offence - The child will receive an immediate and permanent suspension from the Program. If a child engages in several of the above behaviours in the same day, it is possible for them to be suspended immediately.

In cases where a child is completely uncontrollable, or they are going to hurt themselves or another child, parents will be phoned to come and pick-up their child.

We understand that these guidelines may sound harsh, but please be advised that these procedures must be outlined for the safety and well being of all the children and staff of the Program.

Nutrition:

We believe nutritious food is essential for a child's growth and development both physically and mentally. Our snack menus are planned carefully using the **Canadian Food Guide** to ensure your child is receiving proper nutrition during their stay. **Please ensure your child has a full lunch with him/her, for it is not included.** The children's menu will be posted weekly. Christopher Robin's is a **peanut free zone**, due to the number of allergies in small children. It is also recommended that you send a water bottle with your child that can be left in their cubbies. Many times throughout the day the children ask for water, and we do have cups and a water dispenser available, however; having a water bottle is both healthy and convenient for the

children, especially for outside. **If your child has any special dietary requirements please inform us. Also, take note that it is the parents' responsibility to provide special dietary food.**

Snacks:

The Program provides two snacks daily, one in the morning before school and one in the afternoon. They consist of two food groups per snack and at least one dairy each day. Please note that Friday afternoon snacks may change to accommodate our themed unit, and changes of these snacks will be posted on the parent board. If you wish to send your own snacks for your child, a parent may do so, however all food must be of healthy choices.

Lunches:

For Kindergarten children and children staying for lunch on non-school days, please ensure your child has both a healthy and appropriate sized lunch. Due to the number of children in the program and the fact that many of our planned snacks require refrigeration, Christopher Robin's **will not allow the children's lunches to be placed in the fridge**. Please ensure that your child's lunch is packed with an ice pack if it contains items that need to be kept cold. Microwaves are available to warm up lunches such as left-overs, etc. **Please do not send frozen dinners** with your child for lunch, as these take several minutes to cook, and it is not fair to other children that also need their lunches heated.

Special Days:

Throughout the year we will be celebrating the children's birthdays and numerous holidays. On your child's special day you may bring in a snack to share with the rest of the class, however the snack **must be a healthy choice**. Any outside food brought into the classroom for these occasions must be discussed with the teachers before any food is distributed to the children in case of any food allergies. If the Program brings in any changes to the menu adding fun snacks of festivals or holidays, this information will be informed in the newsletters. Please note that baking or soup making by the children is posted in the daily planning sheets.

Clothing/Personal Items:

Parents should dress their children in clothing suitable for indoor and outdoor play, taking account the weather. We may at any time be taking the children outside, and they must be dressed properly. We will only cancel outside play if the temperature drops below -20°C. If we are going outside and your child does not have the appropriate clothing, parents may be notified to come pick up their child.

The following should be brought for each season:

Fall: mitts, hat, jacket, warm shoes or boots

Winter: snowsuit, winter boots, hat, mitts, scarf

Spring: rubber boots, raincoat, mitts, splash pants

Summer: sun hats, sunscreen and bug spray

Please do not bring:

Candy, gum, expensive jewellery, electronics, toys, trading cards, money, high-heeled shoes or sandals.

As mentioned above, please, **no toys** from home for this can easily cause problems with other children, and becomes a distraction to the classroom. Your child will also need a pair of indoor shoes and a water bottle and Kindergarten children need an extra change of clothing that can be kept in their cubbies for emergencies. Make sure everything your child brings water bottles, back packs, shoes, etc., are all clearly marked with the child's name on them. Although the Staff voluntarily look after the children's belongings and do their best to ensure the children's belongings are well kept, Christopher Robin's is not responsible for lost or stolen articles.

Hats/Warm Clothing:

The child can play more freely engaging in outside play when they are not cold. A hat is needed for every season, winter hats in the cold, a light but warm hat in spring and fall and summer hats for the sun to protect them from the various outdoor elements.

Christopher Robin's believes that warmth is probably one of the greatest gifts we can give our children. Not only the warmth of our love but also keeping their physical body warm. Children are developing their bodies especially during the first 7 years of their lives. If we don't provide them with the layers of cotton, silk, and wool to insulate their bodies, then they must use some of their potential "growth" energy to heat their bodies. This same energy would be better utilized in further developing their brain, heart, liver, lungs etc. In addition, being cold decreases immunity. We are all more susceptible to the germs and viruses that are always around us when we are wet and cold. When our body has to expend extra energy to keep warm then less energy is available to "fight" off infections. Children are required to have with them everyday the clothing required to allow them to engage in outside play for various lengths of time. This can sometimes include snow pants on chilly mornings for layering, even if there is no snow present on the ground.

Personal Hygiene:

We strive to ensure that the classroom and Program allow the children in our care practise good hygiene throughout the day.

The children will wash their hands before and after eating, before helping with snack duties such as setting the table, before and after sand and water play activities, after outdoor activities, after toileting, and after any other activity that leaves his/her hands dirty or contaminated. Proper hand washing methods are posted and practiced accordingly.

Each child in the Program will also be equipped with his/her own cubby where personal items can be kept away from the other children's.

The toys, materials, furniture and surroundings are cleaned/sanitized by the Calgary Health Region Manual for Childcare Centres.

Washrooms:

The washrooms are located on the main floor of the Arena. For the safety of the children, all children are always taken to and from the washroom by a Staff member of the Program in groups or individually if adequate staffing permits. A parent may sign a distal supervision form for any child 9 years or older to allow

your child to go on their own. The Program and staff always have final say as to whether a child may have distal supervision privileges granted by parents.

Medication/Herbal Remedy Administration:

Any medication that must be given to a child during their hours of stays must be clearly labelled with the child's name and the amount of dosage. Before we can administer any medication the parent/guardian will need to complete **A Medication Consent Form**. No over-the-counter or prescribed medication will be administered without parental consent. Medication must also be given to the caregiver for safe keeping out of the reach of all of the children. Medication left in back packs or cubbies can be extremely dangerous, and will be confiscated if found, and returned only to a parent or guardian. For children that will be administering their own medication, I.E: asthma inhalers, cough drops, etc. Parents will need to fill out a **Self-Administration Medication Form** before your child will be able to do this.

Emergency/Fire Procedures:

Located on the parent board you will find a written emergency plan that includes emergency evacuations, fire drill procedures, and alternate accommodations. We will practice these procedures on a regular basis to ensure the children know exactly what to do in case of a real emergency. If it is unsafe for the children to remain on the premises of the Facility, or the weather is too bad to be outside, the staff will re-locate the children to the assigned re-location site, where the parents will then be notified and asked to pick-up their children. Staff will remain with the children at the re-location site until their parents or emergency contact person have picked them up. Please make sure your children have **CLEAN indoor shoes that can be left in your child's cubby for daycare only.**

Re-location site:

Elizabeth Barrett Elementary School
605 4th Avenue North
Cochrane, AB.
(403) 932-3135

Sick Policy:

If a staff member knows or has reason to believe that a child in our care is exhibiting signs or symptoms of illness, the child's parent or emergency contact will be notified immediately and the parents must remove their child from the Program until the Program Director or Supervisor is satisfied that the child no longer poses a health risk to the staff and children in the Program. The staff member will also fill out an illness Form which includes a brief description of the signs or symptoms exhibited, the child's name, the date and time the child was observed to be ill, the name of the staff member who identified the child was ill, the time the parent was initially contacted, the name of the staff member that contacted the parent, the time the child was removed from the Program and the date the child returned to the Program. This must be signed upon pick up and removal of your child.

Signs or symptoms of illness exhibited by a child include but are not limited to:

- The child vomiting, having a fever, diarrhea or a new or unexplained rash or cough;
- The child requiring greater care and attention than can be provided without compromising the care of the other children in the program;
- The child having or displaying any other illness or symptom the staff member knows or believes may indicate that the child poses a health risk to persons on the program premises.

The child will only be allowed to come back to the Program when the child's parent provides written notice from a physician indicating the child does not pose a health risk to persons on the program premises or the child has been symptom free for 24 hours.

We understand the difficulties parents' face when taking time off for a sick child, but Policies **need** to be respected for the health and well being of all the children in the Program. If a parent cannot pick a sick child up, a Staff member will call the child's emergency contact number located in the child's personal file. The parent may also be charged an additional fee of \$25 if the child isn't removed from the Program in a timely manner or is brought to the Program ill.

Supervised Care for Sick Children:

If a child becomes sick or ill while at Christopher Robin's, the staff will notify the parents, and they must come pick the child up as soon as possible. Any sick child will be provided with a clean and sanitized mat to rest or relax on away from the other children and monitored by a staff member until his/her parent/guardian or emergency contact person can pick them up. Please note, that an additional fee of \$25 may be charged to any parent that doesn't pick up their child in a timely manner.

Incidents/Accidents:

If your child is involved in any incidents, accidents or misadventures, the Staff will provide the parent/guardian or alternate caregiver with an Incident Report filled out by the witnessing Staff, and will be delivered at the child's pick up time. Please ensure you or your child's alternate pick up person reads over the report carefully and sign it so we can keep it in your child's file. Any parent/guardian requiring a copy may have one, within a timely manner and upon request only.

First Aid:

In a medical emergency, and with parental consent, Staff members will administer necessary first aid and call for emergency transportation if required. Staff members will only administer first aid to children by the level of training in which they hold. Any ambulance fees incurred will be the responsibility of the parent/guardian.

Serious Accident or Illness:

In the event of a serious accident or illness, the Staff will respond by performing first aid in accordance to their training and call for emergency services if required. If time permits, Staff will try to contact the parent/guardian or the child's emergency contact person prior to contacting the ambulance, but the safety of the child is always the Programs first priority. At no time are Staff allowed to drive the sick or injured child to an emergency medical facility. If the parent/guardian cannot be contacted, or arrangements for them to

meet the child at the medical facility have not been made, a staff member of the Program will accompany the child. All serious incident and accidents will be documented, need to be signed by the parent/guardian, is reported to Child Licensing and placed in the child's file.

Complaints:

Please direct all concerns or complaints to the Program Director immediately to ensure the problem can be rectified. Quality care is always our primary focus and any complaints, requests or suggestions are always appreciated, valued and documented. Private messages to the Program Director can be left at (403) 932-7870 or an email can be sent to the Director at program.director@crchildcare.com. All complaints are considered and treated with importance and will be reported and dealt with in a timely manner.

Complaints regarding non-compliance to licensing standards and regulations are anonymous, reported and investigated and may be submitted to:

Calgary Rockyview Child and Family Services
Westmount Regional Services
#140, 4820 Richard Road SW
Calgary, AB T3E 6L1
Phone: 403-297-8033
Fax: 403-297-7573

Staff for Private Use:

Please note that any childcare dealings/baby sitting with Staff outside of Christopher Robin's work hours are NOT supervised by the Program, and are not in any form associated with the Program's Policies, Procedures or Job Descriptions. Any issues that may arise are the sole responsibility of the parent/guardian, and we will under no circumstances be responsible for private arrangements.

Privacy & Confidentiality;

All personal information collected is kept confidential and used primary to provide the best quality care for your child. Personal and Emergency Information about children and their parents/guardians (as provided to the Program through Child Profiles, Registration Forms and other surveys and documents) is used by the Program Director and staff for emergency, administrative, and operational purposes according to the Regulations governed by Childcare Licensing and strategies and goals to improve the quality of programming on the Programs QEP.

At times, we will publish and/or display children's artwork or pictures on our walls, in photo books and on our website or social media sites. If you do not wish your child's image to be displayed in this manner, then please advise the Director by not signing the clause found in the Parent Agreements of your Child's Profile. In light of this policy (and because some parents do not give the consent in their Child's Profile), we ask that parents and staff do not re-post or share any photos or videos of the children (whether on-site or off-site) on any Internet and social media sites or services. These must be kept for personal viewing only.

Inspection Reports:

Located on the Parent Board you will find the latest and most current Licensing Inspection Report from the Program's Licensing Officer. You may view these at any time, but please **DO NOT REMOVE** this from the Program, as it is a Licensing requirement that we have it posted. If you wish to review any former reports, please inform the Program Director of your request.

Program Review:

Quality care, and a current and enriched Program is our primary focus. Each year the Program, Planning, Policies and Procedures are reviewed and amended to ensure improvements and best practises are being followed. We welcome and greatly appreciate any suggestions from parents and the children in our care.

Accreditation & QEP:

Since July 2013, Christopher Robin's Playhouse & Childcare Centre is proud to announce its partnership in obtaining Accreditation Status. Accreditation promotes excellence in childcare settings and is based on the accreditation standards of excellence that reflect current research and leading practices to provide high quality child care in addition to the provincial licensing regulations and family day home standards for children birth to 12 years of age. Accreditation is a self-assessment process for early learning and care programs, and uses a tool, called a self-study guide, which measures the quality of the care provided against a set of 6 standards and criteria. This self-assessment process involves parents, staff and owner/operators to recognize the level of quality in their program and to continuously improve and promote quality care. Every 3 years the self-study guide is complete, the ideas are generated into the QEP, (Quality Enhancement Plan), and then goals are achieved. Each year the Program will continue to seek ideas from the staff, parents and children to evaluate and create new goals to further enrich the Program.

Family/Child Surveys:

As part of our Accreditation Process, Christopher Robin's asks that each Family and Child over 8 fill out a simple survey provided by the Accreditation Council. These surveys are usually done in the winter of each year, and the information is gathered and used to create new goals for the program's QEP (Quality Enhancement Plan) that continually help us to further improve the Program each year.

Parent Evaluations:

As well as valuing parental input on an on going basis, we also conduct Parent Evaluations near the end of each school year regarding their experience with Christopher Robin's. These are anonymous to those that wish to remain so, however, we ask that all parents take part in order for us to continue to provide a high level of quality care within the Program. The Parent Evaluations help us to continue to grow as a team and expand on providing families with quality care. We value your input and Parent Feedback helps us to better understand areas we excel or can improve on.

Family Support:

Addition Resources for families can be found on the Parent Resource Board. If you require any further assistance in anyway, please contact the Program Director or staff to find out ways in which we may assist you in contacting any community/government supports and recourses that you or your family/child may require.

Resources for Parents:

Rocky View School Division	(403) 948-3250	www.rockyview.ab.ca
Calgary Catholic School Board	(403) 500-2000	www.cssd.ab.ca
Southland Transportation Direct	(403) 932-7100	www.southland.ca
Rocky View Bussing Info	(403) 945-4104	www.rockyview.ab.ca/transportation
Parent Link Centre	(403) 851-2251	www.parentlinkalberta.ca
Alberta Child & Family Services	(403) 297-6100	www.child.gov.ab.ca
Alberta Childcare Subsidy	(877) 644-9992	www.child.gov.ab.ca/childcaresubsidy

Additional Information:

Parents are responsible for keeping Christopher Robin's up-to-date with any changes to days of care, hours, address and telephone numbers, emergency contact person, and any other changes that might affect your child's care. All information given to the program for your child's file will be kept under strict confidence. We welcome you and your child to our Program, and hope you will find Christopher Robin's Playhouse & Childcare Centre to be a very fun, wholesome and enjoyable experience.