



EarlyON Child and Family Centres

2025 Operating and Business Practice Guidelines

2025

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Introduction

Toronto Children's Services (TCS) is pleased to release the 2025 Operating and Business Practice Guidelines for EarlyON Child and Family Centres. This document includes an overview of the EarlyON system in the City of Toronto and the policy, operational and business practice requirements, budget processes and overall program expectations for EarlyON Child and Family Centre service providers who have a Service Agreement with TCS ¹.

These guidelines are effective January 1, 2025 and align with the requirements set out by the Ministry of Education. These guidelines are subject to change if the Ministry updates their guidelines for EarlyON Child and Family Centres.

This document is broken down into 3 main sections.

- Section 1 provides an overview of the EarlyON system and services in the City of Toronto.
- Section 2 focuses on the operational and policy requirements for all EarlyON programs.
- Section 3 outlines the business and financial requirements for agencies funded by TCS to deliver EarlyON programs.

Section 1: System Overview

Toronto Children's Services Administration and Support

Toronto Children's Services (TCS) is assigned the role of service system manager and is designated by the Province to manage the funding, planning and delivery of child care and early years programs in Toronto. Working with school boards, other social services, and community partners, TCS coordinates the EarlyON system that provides families with access to the services and supports that they need.

EarlyON Consultants

Each EarlyON Service agency has been assigned an EarlyON Consultant who is the agency's main contact for communication and support for their EarlyON programs.

¹ The Agency shall comply with all applicable federal, provincial and municipal legislation, regulations and by-laws, **the Guidelines**, and the Operating Standards, including but not limited to the Ontario Human Rights Code, the Occupational Health and Safety Act and the Workplace Safety and Insurance Act (Service Agreement, 6.1).

Throughout the year EarlyON Consultants will engage with the agency for the following:

- Meets with agencies to support, prepare and agree upon the annual budget submission and programs deliverables agreement;
- review and approve the annual budget and program deliverables;
- review mid-year and year-end reporting;
- monitor organizational capacity and functioning;
- visit EarlyON sites to observe programming and provide feedback and support;
- respond to any change requests, funding or support requests on an ongoing basis; and
- support ongoing continuous improvement of programs to meet the needs of children and families.

Service providers may contact EarlyON@toronto.ca if they are unable to reach their assigned Consultant.

EarlyON Sector Networks

Agencies are expected to send appropriate representatives to all EarlyON sector network meetings. If no one from your agency is able to attend please notify your Consultant.

Toronto Children's Services provides several networking and learning opportunities throughout the year. The EarlyON Leadership Network is designed for leaders within EarlyON agencies to network, learn about and inform system-wide initiatives, identify emerging issues, ask questions and promote dialogue among leaders in the EarlyON Child and Family System. Meetings are held 3-4 times per year.

The EarlyON Manager Network offers EarlyON Program Managers the opportunity to receive operational updates from the City and support program development, service coordination and collective learning regarding the use of community-based data. Meetings are held 3-4 times per year.

EarlyON Services in Toronto

EarlyON Child and Family Centres are provided by a diverse group of organizations in community settings across Toronto, including English school boards. Fifty-one agencies deliver EarlyON services and each EarlyON centre is unique and responds to the needs of the community it serves. EarlyON is a family support service that is designed to support the well-being of children and their families.

All EarlyON Child and Family Centres:

- Support families and promote healthy child development by building strong connections and facilitating access to services that enhance well-being;
- Provide free, inclusive programs delivered by qualified professionals for families, caregivers and children (Prenatal to six years of age), and;
- Reflect their communities and respond to local needs by working with other health and social service providers and program participants.

All programs deliver the core services outlined in these guidelines and respond to the unique needs of the communities they serve with hyper-local solutions. In addition, there are several targeted programs to support specific communities across Toronto.

Commitment to Equity

Toronto Children's Services is committed to delivering programs that are equitable and inclusive. When planning the system of services for children and families, consideration and priority is given to supporting groups that have been historically and systemically marginalized including the Indigenous, Black and 2SLGBTQ+ communities, people with disabilities, and newcomers to Canada. TCS also considers children and families living in poverty and the intersection of poverty with other variables that cause vulnerability for families' and children's well-being.

The Indigenous EarlyON Managers Network and the EarlyON Black Leadership Advisory are instrumental in this work and provide feedback and support to TCS on targeted services as well as system wide support.

All EarlyON leaders and staff are expected to learn about and respond to the specific needs of equity deserving children and families. Programs need to be tailored to create more equitable and supportive environments that promote the well-being and development of all children and families. TCS is responsible for providing system leadership and support to ensure EarlyON programs are ready and able to serve all families. In addition to human rights legislation and required policies outlined in these guidelines, TCS and by extension all funded EarlyON programs, are also accountable to City-Wide commitments to support equity deserving and vulnerable communities. The City's commitments are outlined in the following documents:

- [Reconciliation Action Plan](#)
- [Toronto Action plan for Confronting Anti-Black Racism](#)
- [Toronto Strong Neighbourhood Strategy](#)
- [Toronto Newcomer Strategy 2022-2026](#)

Commitments and priorities outlined in the above documents will be considered in the planning of EarlyON services and the allocation of program resources and support throughout the EarlyON system.

Targeted Programs

As part of TCS' commitment to equity and justice, several targeted programs have been developed to meet the specific needs of equity deserving groups including the Indigenous, Black and 2SLGBTQ+ communities.

The vast majority of EarlyON times/spaces are open and welcome to all, but the creation of targeted programs (i.e. Indigenous and Black only/designated spaces) was in response to community need, these programs provide a time and space for those who may not feel welcome or comfortable in other programs. These program offerings provide a unique opportunity for families to connect with their cultural identity and receive support tailored to their specific needs.

Indigenous-led Child and Family Programs

Indigenous-led Child and Family Programs are being funded as part of the provincial Journey Together initiative. These programs are specifically designed to address the Truth and Reconciliation Commission's Calls to Action and Ontario's commitment to increasing access to Indigenous child and family programs for Indigenous people living in urban communities.

The Indigenous-led EarlyON programs are community-driven, inclusive, and culturally responsive. They prioritize creating a safe and supportive environment for Indigenous children and families. These programs prioritize dedicated programming time for the Indigenous community. There are 4 Tkaronto (Toronto) based Indigenous-led agencies that facilitate 7 centres and 2 mobile programs that provide Indigenous Languages, on the Land teachings and cultural based programming across Tkaronto. These programs play a vital role in promoting cultural preservation and well-being among Indigenous children and families.

Black-focused EarlyON programs

In 2023 TCS worked with existing EarlyON programs and Black Mandated agencies to pilot new programs for Black children and families through the EarlyON Innovation Grant: Reimagining the Early Years for Black Children and Families. This work was in response to the City of Toronto's Confronting Anti-Black Racism Action Plan, specifically, recommendation 1 which called for increased access to high quality programs for Black children and youth. The Black-focused programs are a means of acknowledging and

addressing the unique history and experience of Black communities and people of African descent rooted in their enslavement and colonization in Canada.

Black-led EarlyON programs are designed to be community driven, culturally safe and flexible. These programs aim to establish psychologically and physically safe spaces for participants and provide protected times where programming is dedicated to Black families only. Programs from the EarlyON innovation grant will be phased out beginning in 2025 and findings from these programs will inform the development of permanent targeted programs for Black children and families in 2025 in partnership with Black-led and Black-mandated organizations.

2SLGBTQ+ EarlyON Mobile Program

The 519's Glitterbug program is a unique mobile program that works with EarlyON Centres across Toronto to promote inclusion and affirmation of gender and sexual diversity among children and families. Glitterbug programming happens in various EarlyON centres across the City on a rotating basis. The 519 also hosts a designated program for 2SLGBTQ+ families one day a week at The 519's EarlyON Centre.

French Language

Centre Francophone delivers EarlyON core services to the Francophone community in Toronto. They currently have 3 sites across Toronto and several mobile programs in partnership with community organizations. These programs are inclusive and welcoming to all Francophone children and families and provides an immersive French cultural experience that promotes learning through play. These programs operate exclusively in French.

EarlyON Core Services and Service Model

To achieve the intended outcomes of EarlyON Child and Family Centres, all programs must be planned to align with the mandatory core services outlined by the Ministry of Education as follows:

Engaging Parents & Caregivers

Inviting conversations and information sharing about child development, parenting, nutrition, play and inquiry-based learning, and other topics that support their role;

Collaborate with responsive support programs to enhance parent and caregiver well-being, enrich adult-child interactions and to support them in their role(s);

Providing targeted outreach opportunities designed for parents and caregivers who could benefit from Child and Family Centre programs and services

Supporting Early Learning & Development

Drop-in programs and other programs and services that build responsive adult-child relationships and encourage children's exploration and promote play and inquiry.

Making Connections for Families

Responding to a parent/ caregiver concern about their child's development through conversations and observations

Sharing information and facilitating connections with specialized community service as appropriate.

Ensuring Child and Family Centre staff have relationships with community partners and an in-depth knowledge of their community resource.

Drop-in Services

In-person, drop-in programs are the primary service of EarlyON Centres and all core services should be included during in-person, drop-in service hours. Additional programming and services, including registered programs and virtual services, can be provided once the core services are in place and in response to community needs.

Organizations that operate Indigenous EarlyON Child and Family Centres are expected to meet the same EarlyON core services requirements, while providing holistic and culturally responsive programming for Indigenous children, families and communities. These programs should be informed by individuals who have a deep understanding of the needs and responsibilities of the community, such as mothers, fathers, aunties, uncles, grandparents, Elders/Knowledge keepers, caregivers, and children themselves.

Mobile programs (Zhishay/Fathering, Language and Land-based programs, Glitterbug) must meet the original program mandates as described in the expression of interests (EOI) and are not required to deliver the EarlyON core services.

Black-led EarlyON Child and Family Centres are expected to meet the same EarlyON core services requirements, while also providing holistic and culturally responsive programming for Black children, families and communities.

Every Child Belongs

EarlyON Child and Family Centres are required to provide services to all children and families and ensure that environments and activities are accessible for children with extra support needs and their families. All EarlyON programs have free access to Every Child Belongs (ECB) Resource Educators who will meet with staff in-person to provide information, guidance, training and practical customized strategies and resources to support strengthening EarlyON staff capacity to create inclusive EarlyON environments

that support all children and families active participation in EarlyON programs. ECB services are delivered by Resource Consultation staff from Toronto Children's Services and Centre Francophone du Grand Toronto (French language). Guidelines and service request forms are available [here](#).

Virtual Services

Virtual programs are intended to increase access to specialized programs that meet the needs of children and families that cannot be met during in-person drop-in programs. Virtual services for children should be live and interactive. Virtual programs for children and their caregivers will be required to count unique and total participants for attendance at these sessions (see Appendix B for data definitions). Virtual services can also be targeted specifically to parents/caregivers to offer workshops on topics of interest to families with young children.

Virtual services should only be provided if there is a demand or need from the Toronto-based communities that a program serves and planned and approved in consultation with the agency's assigned EarlyON Consultant. Pre-recorded virtual content cannot count towards total service hours.

EarlyON Program Guidelines

Developed in 2019, the Toronto EarlyON Program Guidelines (originally entitled the EarlyON Program Standards) help to guide and empower program leaders and staff to strengthen and plan their programming and environments in alignment with the provincial EarlyON core service requirements. These evidence-informed program guidelines foster and support a culture of learning through inquiry and responsiveness that lead to quality programming in family support services. Ongoing staff reflection and continually building on a common understanding of best practice approaches all contribute to the implementation of quality services.

The Program Guidelines are organized into 11 areas that reflect evidence-informed approaches to implementing high quality child and family services and supports.

The EarlyON Program Guidelines document (to be released in early 2025) will outline detailed program elements and practice examples for each Program Guideline that staff and leadership can use to reflect upon, guide and support day-to-day quality child and family programming.

Pedagogical Framework

EarlyON Child and Family Centres deliver programs that reflect the view of children, parents, caregivers and educators as competent, capable, curious and rich in potential

and experience. Guided by [How Does Learning Happen? Ontario's Pedagogy for the Early Years \(HDLH\)](#), EarlyON Child and Family Centres provide an environment that engages parents and caregivers as co-learners and leaders in influencing positive child, family and community experiences and outcomes. Local agencies and school boards offering EarlyON programs and services are expected to use HDLH to guide the development and delivery of local programs.

Section 2: Operational Policies and Requirements

This section outlines information pertaining to the operational requirements and required policies for EarlyON programs in the City of Toronto.

Service Locations

EarlyON programs must operate with a regular and predictable schedule in a consistent location. This information needs to be readily available to the community and updated in a timely manner.

All EarlyON Child and Family Centres must be in buildings that are accessible to families, in good working order, and where possible co-located or in close proximity to other relevant community services in public buildings.

EarlyON Child and Family Centres that require renovations are encouraged to update their spaces as funds become available and should use the EarlyON Design Guidelines to guide any space upgrades and enhancements.

Visual Identity and Branding

EarlyON signage and promotional materials must be produced in alignment with the Ministry of Education's Visual Identity Guidelines. Any final design of new signage must be approved by your EarlyON Consultant prior to posting.

All programs are required to have visible signage with the EarlyON logo to support access and awareness of EarlyON programs. Indoor signs providing clear direction to the EarlyON program is also required where necessary.

Staffing

Programming in EarlyON Child and Family Centres should be designed to foster positive outcomes and support nurturing relationships for children, parents and caregivers based on the latest evidence and research.

EarlyON Child and Family Centres have the flexibility to determine the appropriate mix of staff and specialized skill sets that is required to be responsive to community needs. For example, staff with expertise in family support, child development and early learning, parent engagement and adult education are all highly beneficial given the importance of engaging and meeting the unique needs of parents and caregivers.

RECE Requirements

Qualified teams must include at least one Registered Early Childhood Educator (RECE) or a Grand-parented/legacy staff to oversee mandatory core services related to supporting early learning and development. The RECE does not need to be present at all times during programming.

EarlyON staff who have a degree or diploma in Early Childhood Education are legally required to register with the College of ECEs as they are working within the scope of practice outlined in the Early Childhood Educators Act, 2007. Staff with Early Childhood Education training must register regardless of their employment title or training requirements for their position. For more information on who is required to join and how to register, you can visit the College of ECE website at www.college-ece.ca

RECE Staffing Considerations

Where an EarlyON Child and Family Centre has tried but is unable to recruit at least one RECE to oversee mandatory core services related to supporting early learning and development, TCS has the discretion to approve an employee who is not an RECE. Agencies must request an approval from their EarlyON Consultant before hiring this person.

This provision does not apply to persons that:

- Have been members of the College of Early Childhood Educators in the past, but have resigned or had their membership suspended, cancelled or revoked, or who have let their membership lapse.
- Have satisfied the educational requirements to be registered as members of the College but have not become members.

In determining whether to grant an approval, Toronto Children's Services will consider the proposed candidate's experience and expertise including previous experience in child and family programs, membership in another relevant regulated profession (e.g., social work, nursing, etc.) and any other factors the CSM or DSSAB deems relevant in consultation with the Centre.

It is expected that these staff will also engage in continuous professional learning opportunities to keep informed of the latest research on adult education, child development, play and inquiry-based pedagogy, and other relevant topics.

Legacy Provision (formerly Grand-parenting Provision) for RECE Requirement

EarlyON agencies can fill the requirement for an RECE to oversee mandatory core services related to supporting early learning and development with someone who is not

an RECE but who has at least 10 years of experience working in a child and family program setting as of January 1, 2019. This provision is intended to support the retention of long-tenured child and family program staff in their positions. These staff cannot use the title of Early Childhood Educator (ECE) or Registered Early Childhood Educator (RECE).

In order to qualify under this legacy provision, a staff person must have been employed for a total of 10 or more years, as of January 1, 2019 in one or more of the following child and family programs:

- Ontario Early Years Centres
- Parenting and Family Literacy Centres
- Child Care Resource Centres
- Better Beginnings, Better Futures.

This provision does not apply to persons that:

- Have been members of the College of Early Childhood Educators in the past, but have resigned or had their membership suspended, cancelled or revoked, or who have let their membership lapse.
- Have satisfied the educational requirements to be registered as members of the College but have not become members.

In addition, this provision does not apply to new hiring for positions that will oversee the delivery of mandatory core services related to supporting early learning and development. For any new hiring for such positions, EarlyON Child and Family Centres are required to recruit an RECE or follow the process under RECE staffing considerations.

Qualifications Upgrade Program

EarlyON Child and Family Centres are encouraged to identify and support eligible exempted staff to pursue upgrading their qualifications. The Early Childhood Education Qualifications Upgrade Program (ECE QUP) supports individuals working within the early years sector who have been accepted to an Ontario College of Applied Arts and Technology to pursue their Early Childhood Education (ECE) diploma and become eligible to apply for membership with the Ontario College of Early Childhood Educators (CECE).

Service providers are encouraged to learn more about the Qualifications Upgrade Program, which is available to reimburse tuition fees and other expenses associated with obtaining an ECE diploma for staff currently working in the early years sector.

The program includes a leadership grant stream to support professional development for program staff and leaders. For more information, please visit the program's website at: <http://www.ecegrants.on.ca/qualifications-upgrade/#education-grant>

Professional Learning Closures

Organizations are allowed and encouraged to close their regular programs up to a maximum of four times per year to support staff participation in professional learning. Planned closures need to be communicated in writing to your EarlyON Consultant and communicated a minimum of one week in advance to families.

Parent / Caregiver Fees

EarlyON Child and Family Centres provide publicly funded, free programs for children and families and all services funded by TCS must be available to families free of charge. Fees cannot be charged for any EarlyON Child and Family Centre programming including excursions, events or special guests. Organizational membership fees that are tied to access to an EarlyON Child and Family program are not permitted to ensure that all families have access and can benefit from the services provided.

Child Minding

EarlyON Child and Family Centre service providers may offer child minding services during parent/caregiver registered programs, or for other community services offered at the same location as the EarlyON Centre, provided that parents/caregivers remain onsite in accordance with requirements under the Child Care and Early Years Act, 2014.

The number of child minder(s) provided will be in accordance with the Child Care and Early Years Act, 2014 as set out for unlicensed child care. The ratio between child minders and children will be as follows:

- Maximum of 5 children under 13 years old, but no more than 2 children under 2 years old per child minder.

Respite Care

Respite care cannot be provided using funds provided by TCS for EarlyON Child and Family Centres. Respite care funded through other sources cannot be provided in the same room(s) and at the same time as TCS-funded EarlyON programming. Respite care refers to child care provided on a temporary, short term basis within a child and family centre where the parent leaves the premises.

Complaints and Resolutions Processes

EarlyON service providers must have written procedures for resolving complaints from the public that include nature/type of complaint, the process to receive, assess, respond, follow up, and document complaints.

Addressing complaints of discrimination and racism in EarlyON Centres is crucial for creating inclusive and safe environments for all children and families. Special consideration should be given to complaints and follow up regarding discrimination or racism and complaints of this nature should be reported to your EarlyON consultant.

Parents/caregivers are also able to send complaints to EarlyON@toronto.ca. Upon receipt of a complaint, Toronto Children's Services will contact the agency in question to work collaboratively to determine an appropriate resolution to the issue. Agencies will keep track of complaints and make them available when necessary.

Serious Occurrence Reporting

EarlyON Service Providers are required to report serious occurrences to TCS for monitoring and follow up, within 24 hours of the occurrence, and using the same categories as Serious Occurrences reported by licensed child care under the Child Care and Early Years Act, 2014 (CCEYA).

The Serious Occurrence categories are as follows:

- the death of a child or adult;
- abuse, neglect or an allegation of abuse or neglect of a child while participating in a program;
- a life-threatening injury to or a life-threatening illness of a child or adult while participating in a program;
- an incident where a child goes missing or is temporarily unsupervised, or
- an unplanned disruption of the normal operations of an EarlyON program that poses
- a risk to the health, safety or well-being of children

Serious Occurrence must be reported to the TCS EarlyON Consultant and the EarlyON e-mail account (EarlyON@toronto.ca) within 24 hours of the incident

To ensure the above policies and procedures are consistently followed, EarlyON Service Providers must have in place a Serious Occurrence Policy that includes:

- Definitions in line with those outlined in the CCEYA;

- Reporting requirements and process that mirror those of the City;
- Contact information for reporting occurrences to the City of Toronto;
- Expectations of staff and supervisor;
- Follow-up procedures; and
- Processes for review of policy with all staff.

Duty to Report

Everyone, including members of the public and professionals who work closely with children, is required by law to report suspected cases of child abuse or neglect. EarlyON Service Providers must have a policy that clearly identifies that people working closely with children have a special awareness of the signs of child abuse and neglect, and a particular responsibility to report their suspicions.

Anyone with reasonable grounds to suspect that a child is or may be in need of protection must report it to a [Children's Aid Society](#). More information on the duty to report, what happens when a report is made, and how to recognize signs of abuse and neglect can be found at www.children.gov.on.ca

Vulnerable Sector Screens

All EarlyON staff, students and volunteers are required to have a vulnerable sector screen. Vulnerable sector screen documents should be kept in the staff files. Declarations are to be completed annually and screening is to be updated every 5 years.

First Aid

All EarlyON program staff are required to have standard first aid and CPR training. Certificates of completion should be kept in the staff files.

Mandatory Policies and Procedures

Appropriate policies and procedures must be in place and regularly updated to ensure that EarlyON programs are delivered in a way that promote the health, safety and well-being of children and families being served. EarlyON programs must be operated in accordance with all federal, provincial and municipal legislation and regulations, policies and guidelines, including (but not limited to): fire code, building code, health, municipal,

infection prevention and control, employment, pay equity, human rights, and workplace health and safety.

EarlyON Service Providers are expected to maintain these policies, provide staff training with regards to their application, and inform families about them as part of their orientation. These policies must be made accessible for review by Children's Services staff when requested. Providers are not expected to submit individual policies for review but may be asked for copies of any of the following policies as part of ongoing organizational monitoring.

The following section outlines the required policies and procedures each EarlyON agency must have in place to be in compliance with their Service Agreement.

Anti-Discrimination and Anti-Racism Policy

EarlyON Service Providers must have a written policy that outlines procedures to ensure programs adhere to the Ontario Human Rights Code and to the Declaration of Compliance with Anti-Harassment/Discrimination Legislation & City Policy. EarlyON Service Providers have signed the Declaration of Compliance as part of their service agreement.

Inclusion Policy

EarlyON Service Providers must have a written policy that describes the procedures and practices in place that ensure that programs are accessible and welcoming of all families and children as described in the EarlyON Practice Guidelines. This applies equally to in-person and virtual programming.

TCS affirms its strong commitment to the principles of equity, diversity and inclusion and will not discriminate in any of its practices or tolerate discrimination by funded agencies.

Emergency Plans

EarlyON Service Providers must have written policies that require all staff to be aware of and comply with the following required documents and procedures:

- Written evacuation procedures that specify duties of staff members in the event of a fire and align with requirements from Toronto Fire Services;
- A procedure for testing fire equipment/alarm system on a regular basis;
- A procedure for fire drills;
- Written fire evacuation procedures should be posted in conspicuous places for

parents/caregivers;

- Program space capacity needs to comply with Fire Code regulations;
- Documented quarterly fire drills that include participants;
- Designated place of shelter;
- Emergency information collected for each staff person;
- Emergency phone numbers are posted by all phones;
- First Aid kits are accessible and well stocked; and
- Crisis Response procedures and action plan are in place.

Environmental Cleaning and Maintenance

EarlyON Service Providers must develop, maintain, and implement procedures to address infection prevention and control including cleaning requirements in the following areas:

- Washrooms
- Hand hygiene
- Diapering/toileting
- Play spaces
- Toys and equipment
- Offices and meeting spaces

These procedures should identify whom, when and how often cleaning takes place. Procedures for how repairs and maintenance issues will be addressed should also be identified. Consultation with Toronto Public Health is recommended.

Food Safety and Handling

All kitchen and food preparation areas are required to be kept in good repair and maintained in a hygienic condition. In programs that serve food, at least one staff must have attended a Food Handler course. Verification of completion should be available at the location.

Privacy Policy

EarlyON Service Providers must have a policy that outlines the process of keeping families' information confidential and in accordance to the Freedom of Information and Protection of Privacy Act (FIPPA) / Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

Allergy Policy

EarlyON Service Providers must also have an allergy policy that addresses preventative measures and responses to allergies and anaphylactic allergies at the Centre. Consultation with Toronto Public Health is recommended.

Section 3 Business Requirements

The following section outlines the processes and the accountabilities connected to the EarlyON program funding your agency receives from TCS.

Budget Process

The annual budget submission is an important tool for ensuring accountability and responsible use of public funds by agencies. The budget submission provides an overview of the operations that are being funded by TCS and budget information supports overall sector planning and decision-making.

Starting in 2025, this budget must only include your EarlyON funding from TCS and expenses related exclusively to funded EarlyON programming. For example, if you have staff working in the EarlyON centre that are paid by other revenue do not include them in your EarlyON budget. If they are partially paid with other revenue, only include the portion of their salary that is covered by EarlyON funds. Your service locations and hours information must only include hours fully funded through your EarlyON budget, service hours that are funded by other revenue should not be included in this budget.

Budget Submission Process NEW

In preparation for the 2025 submission, all EarlyON agencies are required to meet with their EarlyON Consultant to review and agree upon their annual budget prior to submitting the budget for approval in the online operator's portal. Agencies should come to this meeting prepared with a budget proposal that outlines their plan for expensing EarlyON funds in the following year (see Appendix A for EarlyON budget categories, descriptions and rules below).

During this mandatory budget preparation meeting EarlyON agencies will collaborate with their EarlyON Consultant to:

1. Agree upon expenses and allocation of EarlyON funding;
2. Identify any non-discretionary changes in the agency's financial obligations that impact their EarlyON operations and budgetary needs; and
3. Make decisions on significant adjustments in the budget to account for non-discretionary changes (i.e. moving significant funds from one expense line to the other).

Following the budget meeting with your EarlyON Consultant, agencies will be required to do the following:

1. Enter their budget and operating information into the online operator's portal and

submit for final approval.

2. Update their organizational contacts in the Contact and User Management System that is integrated in the portal.
3. Submit supporting documents to justify the reasonableness of allocated expenses (i.e. lease agreements, collective agreements).

Following submission by the agency, the EarlyON Consultant will do a final review and approval of the budget and service plan and recommend for final approval to the appropriate Director at TCS.

Program Deliverables NEW

Agencies are required to complete a program deliverables agreement in collaboration with their EarlyON Consultant. The program deliverables agreement will confirm expectations for service hours at each EarlyON site. The total number of hours is based on the amount of FTE equivalent staff (35 hrs per week) that are included in the EarlyON budget. For the first 2 FTE program staff, including coordinators and supervisors, agencies must provide a minimum of 20 hours of service. For every additional FTE, an agency is expected to provide a minimum of 10-12 hours of direct service to families.

The program deliverables agreement will also indicate any fixed costs (i.e. rent, utilities, insurance) per site so that if a site is closed or moved there is an agreed upon amount of funds that needs to be reallocated.

Service providers are required to report operating information and planned closures in the EarlyON Budget Application. Specific information about days/times should reflect your program schedule as of January 1, 2025.

All programs are required to post monthly programming calendars on a public website, and provide a copy/link to TCS monthly, demonstrating the agreed upon hours.

The days/times that you deliver service hours can be adjusted in response to community needs throughout the year and changes should be communicated with the public in a timely manner.

Budgetary and Site Change Requests NEW

Any changes to your agreed upon program deliverables (hours of service hours, program locations) or operating budget (reallocation of funds from one expense line to the other) must be pre-approved by your EarlyON Consultant using the budgetary and site change request process. Agencies must complete the budgetary and site change request form and send to their Consultant. No changes can be made until you have received approval of your request in writing.

In the event that an EarlyON service provider must close an existing program site they must work with their assigned EarlyON Consultant to determine if that closure is a full program closure or if the program can be relocated in alignment with service user needs and system priorities. Service providers cannot move a location or reassign service hours/funding to other locations without approval from Toronto Children's Services.

In the event of a program closure and/or relocation service providers must work with TCS to develop a transition plan and communication plan for service users and community partners.

Program Funding and Payments

TCS determines funding for EarlyON service providers annually, based on the total costs for all contracted service providers and Council approved funding levels. The City may adjust funding levels based on budget analysis results. When the funding amount received from the City of Toronto changes the agency is issued a revised Schedule 3.1, listing the revised program funding level.

Direct deposit payments are made quarterly to providers, based on 25% of the funding allocation detailed in Schedule 3.1.

Audited Financial Statements

Audited Financial statements are required annually from service providers that are funded by Toronto Children's Services. Please review the [Audit Guidelines for Agencies](#) for submission guidelines and requirements.

Governance

Definition of Board of Directors should be in adherence with the Not for Profit Corporation Act.

Annual General Meeting (AGM) Minutes are required to be submitted annually using the Document Upload.

Joint signature by two Signing Officers of the Board of Directors are required for cheque signing purposes for Not for Profit organization.

The contact information for Board Members should be separate from that of the agency and should only be used for professional purposes. If there are any changes to the contact information, please make sure to notify Children's Services.

It is important to regularly update the list of Board Members, Signing Officers, and other agency contacts in the Online Services Contacts and User Management portal. Instructions on how to update this information can be found in the [Contacts and User](#)

[Management Guide](#), which is available on the 'Early Learning & Child Care Partners - Online Services ' web page.

Insurance

As part of the insurance renewal process, agencies are required to submit an updated copy of their certificate of insurance. To do this, agencies can use the upload feature available in the Online Services for Operators. This feature can be accessed under the "Financial" tab in the Applications section.

Before submitting the certificate of insurance, it is important to review the guide and video provided in the Operator's Portal financial landing page under Tips, Tricks & Help.

The current minimum level of general commercial liability insurance required is \$2 million. The certificate of insurance must list all EarlyON program delivery locations, include a cross-liability clause, and name the City as an additional insured.

Failure to submit a current Certificate of Insurance will result in sanctions being applied, which may include suspending quarterly payments. It is crucial to ensure that the certificate of insurance is up to date and submitted on time to avoid any disruptions in funding.

Financial Records

According to the Organization's Service Agreement with the City, it is stated that financial and service records should be accessible to City staff upon request. The City reserves the right to request access to these records at any time during the Agreement period and for a period of seven years after the Agreement expires or terminates.

To ensure compliance with funding guidelines, City staff may also request additional backup and supporting documentation from the Organization. This documentation may pertain to revenues, expenses, or any other information included in reports that have been submitted to the City, such as mid-year reports and annual Audited Financial Statements.

Reporting Requirements

The table below lays out key dates with respect to submissions required by TCS from service providers (see Appendix for budget categories and data definitions).

Business cycle requirements and dates are also posted online [here](#).

Table 1: EarlyON Budget Cycle

Requirement	Deadline
Budget Submission	November 30, 2024
2024 Mid-Year Report- Final July 1 - December 31, 2024	January 22, 2025
2025 Mid-Year Report January 1 to June 30, 2025	July 18, 2025
2025 Mid-Year Report- Final July 1 – December 31, 2025	January 21, 2026
Submission of Audited Financial Statements	Within 4 months of the organization's year end
Occupancy Space Verification (only for programs located in Schools under the Umbrella Agreement)	As Required

Sanctions and Penalties

For the City to effectively manage EarlyON Centres and to maintain our reporting obligations to the Ministry, TCS may exercise the right to apply sanctions and penalties to uphold business deadlines. Agencies who fail to submit required budgets, reports and other documents on a timely basis may be subject to the following sanctions and penalties below.

- Forfeit their funding increases or grant eligibility if no submission is received by budget/grant deadlines
- Payment Schedule adjusted from Quarterly Advances to Monthly Advances
- Payments suspended until issue is resolved
- Further sanctions including, but not limited to: termination of Service Agreement and recovery of funds

Agencies may request an extension in writing from their Consultant in the event of extenuating circumstances.

APPENDIX A EarlyON Budget Categories, Descriptions and Rules

The following section outlines each section of the EarlyON budget submission, as found in the Budget Application. For each category there is a detailed description as well as any applicable rules for that specific expense type.

Staffing Information and Expenses

Salaries, wages, and benefit costs are a significant portion of EarlyON program expenses. Therefore, it is crucial to provide specific details regarding this category.

If a salary amount exceeds the City's Salary Range (see table 2), EarlyON funding will not cover the excess amount. Agencies may fund amounts exceeding the limit using their own (non-City funded) revenue sources.

This rule applies even if a salary is only partially covered through EarlyON funding. For example, if 30% of an administrative staff's salary is claimed as an EarlyON expense, TCS EarlyON funding can only be used to cover up to 30% of the maximum salary allowed for that position.

Furthermore, it is mandatory for the base salary of all staff members to meet the minimum wage standards set by the Province. As of October 1, 2024, the minimum wage is \$17.20 per hour.

When preparing the budget, ensure that salaries, wages, and benefit costs are carefully detailed and adhere to the City's Salary Range and minimum wage standards.

Staffing Plan

To complete this page in the Budget Application please provide the following information for all staff employed by your agency for the delivery of EarlyON programs.

Provide the following information for each position for which the budget is being submitted, all fields are mandatory. The position (equivalent position types based on level of responsibility are described below);

- The staff name;
- The staff ID/employee ID (this would be the ID used by your organization. If your agency does not have employee ID numbers, you will need to assign a number for each employee for the Budget Application);
- RECE (select Yes or No); Legacy/Grand-parented Staff (Select Yes if staff has been with the agency for 10+ years).

- Hourly rate;
- # of hours per day; and
- # of days per year

Do not include the following:

- Names and details of any staff that are part of a subcontracted agency that delivering services on your behalf.
- Salaried, casual, supply, or relief staff.

Table 2: Staffing Positions and Salary Maximums

Staffing Position	Description	City of Toronto Salary Maximum Annual/ Hourly (35 hour week)
Program Coordinator	The Program Coordinator is a staff person who leads and coordinates the delivery of EarlyON programs, potentially across multiple EarlyON Centres. The Coordinator may be involved in direct service delivery.	\$123,449.00 \$67.57
Supervisor	The Supervisor is a staff person who supervises EarlyON programs, typically at one specific site but could be responsible for multiple EarlyON Centres.	\$123,449.00 \$67.57
Program Staff	Program staff work in the direct delivery of EarlyON programs, and include all staff serving the public accessing the programs (e.g. receptionists).	\$74,552 \$40.65
Contracted Caretaker/Cleaner	Cleaning services provided to the centre by an individual not on the service provider's payroll or by a company that issues the centre an invoice for its services (i.e. non-salary) and should be recorded in 'Cleaning/Housekeeping'.	Annual Salary N/A \$27.94
Casual/Supply Staff	Casual/supply staff are staff who are brought in on a temporary basis to cover vacancies during the year due to staff vacation,	Annual Salary N/A \$36.55

	<p>parental leave, medical leave, etc. Casual/supply staff are distinct from permanent staff positions. This category cannot exceed 10% of total program staff salaries</p>	
<p>Administration Staff</p>	<p>Allowable administration costs are those related to staff (individuals or organizations) who perform administrative functions. Business travel, office expenses, audit or professional fees, etc. are NOT considered allowable administration expenses and should be recorded under the appropriate expense category (Business travel, Office Related, Business Costs, Professional Fees, etc.).</p> <p>There are two sub-categories of allowable administration expense: salaried administration and contracted administration. If any salaried employees perform administrative tasks, enter their annual salary (excluding benefits) and percentage allocated on page 4 of the budget. Individual salary amounts allocated to TCS may not exceed the maximum City salaries as per the 2025 Salary Schedule.</p> <p>If a contracted individual/agency performs administrative tasks, the details should be recorded under Contracted Administration of the budget. Contracted Administration is only paid to a third party and not to an individual employed by the agency and paid through payroll.</p> <p>Children’s Services will fund up to 10% of the Organization’s total program funding for administration costs.</p> <p>Administration costs are reviewed for reasonableness as part of the budget analysis process, irrespective of the maximum allowable amount.</p>	<p>\$142,972 maximum \$78.26 maximum</p>

	The allowable administration salary cost relate to staff that perform administrative functions and for which a T4 or T4A is issued.	
Benefits	Enter the total value of staff benefits. Please note that benefits, including both mandatory and non-mandatory benefits. The budget application will not allow benefits to exceed 25% of total salaried staffing costs.	N/A

Table 3: EarlyON Budget Categories

Budget Category	Definition
City of Toronto Program Funding	This amount has been prepopulated in the 2024 budget application. This amount is based on current funding levels and will be subject to change if there are program funding changes.
Other Revenue	NEW: Starting in 2025 other revenue should not be added to the EarlyON budget. The EarlyON submitted budget should only be the funding directly from TCS for EarlyON programs.
Program Related	<p>Include in this category expenses incurred in the direct delivery of core services, (excluding salaries, wages, and benefits). This may include:</p> <p>Supplies purchased that are individually less than \$5,000 such as inquiry-based play materials, equipment, or furnishings, as well as maintenance costs related to the general upkeep, safety, and maintenance of EarlyON Child and Family Centre facilities.</p> <p>Transportation services to support outreach and program participation,</p> <p>Information/resources for families to support parents/caregivers in their role.</p>
Food	The cost of food purchased for all meals and snacks are reported in this category. Staffing costs related to staff who prepare food are not included in this line item.

Budget Category	Definition
Rent	<p>Copy of the current lease(s) must be submitted to TCS and will be retained on file. The lease agreement must support the rent expense included in the budget. If the lease agreement specifies an amount that is charged for utilities and maintenance, these costs should be reported separately from rent under the utilities/maintenance expense line.</p> <p>In certain cases, a lease letter is acceptable. The letter must be updated annually and include the following:</p> <p>Amount of rent expense;</p> <p>Address of the rental property, which must correspond to the location of the organization/centre;</p> <p>Length of the lease; and</p> <p>Description of space being used for the EarlyON Child and Family Centre, or the amount of square footage being used, or the percentage of building occupancy. If the percentage of the building occupancy is included it must be reasonable based on the Consultant's knowledge.</p> <p>Documents must be signed, dated and be on the letterhead of the landlord/property management company/property owner.</p>
School Board Permit Fees	<p>Permit fees paid to a school board by EarlyON Service Providers that are not already paid to the school board directly by the City under the School Occupancy Agreement. A copy of the invoice is required to support the permit fees included in the budget submission.</p>
Utilities/Maintenance	<p>Include costs for utilities and maintenance and for the repair and upkeep of the property related to the EarlyON Child and Family Centre(s).</p>
Property Taxes	<p>Property taxes applied to the EarlyON Child and Family Centre should be reported under this category, separate from rent or mortgage carrying costs. If property taxes are incorporated into your rental agreement and monthly rent expense, do not enter property taxes separately on this line.</p>

Budget Category	Definition
Insurance	Insurance costs for each location related to coverage of a minimum of \$2 million general commercial liability and coverage for Director's liability are reported in this category.
Cleaning/Housekeeping	This category includes supplies for cleaning, laundry and kitchen supplies. It does not include any staffing costs for staff that perform cleaning/housekeeping tasks.
Office Related	Items purchased for office use that are less than \$5,000 such as advertising, telephone, and bank charges are reported in this category.
Professional Fees	Professional fees include audit fees. It does not include bookkeeping costs, which are to be reported in administration (salaried or contracted).
Legal Cost	This category includes all legal costs, related to the operation of the centre
Professional Development	<p>This category reflects the cost of professional learning and development that build the capacity of staff to deliver high-quality, inclusive EarlyON programs. Eligible expenditures include:</p> <p>Program-related professional learning opportunities related to How Does Learning Happen? Ontario's Pedagogy for the Early Years.</p> <p>Professional learning and development opportunities for staff related to core service delivery and well-being of children and families.</p> <p>Capacity building of staff to ensure core services support inclusion of children with special needs and their families, for example through the support of a special needs resourcing consultant.</p>

Budget Category	Definition
Payments to Subcontracted Agencies	If your Agency subcontracts and provides funding to another EarlyON organization, include the total amount of the expense on this line. Note that your audit will need to include the verification of this expense. This does not include 'in kind' or other shared supports, such as staff or space, and only refers to funding provided through purchase of service agreements for EarlyON programs. Do not include in this line subcontracted administration services, such as payroll.
Other Expense 1 and 2	Include in this line any operating costs incurred as a result of transformation activity and/or business transformation supports such as integrating, sun-setting, establishing or relocating centres (e.g. legal fees, lease termination, moving, business planning, recruitment and on-boarding of new staff, staffing transitions). Please provide a description for the expense item in this line.
Surplus / (Deficit)	The surplus / (deficit) line allows agencies to report any planned over or under expenditures for 2025. When completing the 2025 budget, the surplus / (deficit) line should be used by agencies to balance budgeted expenditures against anticipated revenues. Agencies in a surplus position will have those funds recovered and those in a deficit position may be required to submit a detailed deficit letter/business plan with their budget. Increasing expenses must always be supported by detailed explanations.

Appendix B 2025 Service Data Reporting Requirements

EarlyON Service Providers must report service and financial data semi-annually to TCS. TCS collects service data to obtain information on service usage and to inform service system planning activities.

EarlyON providers are required to report data for all funded service locations.

Table 4: EarlyON Data Elements and Definitions

Data Element	Definition
EarlyON Child and Family Centre	An EarlyON Centre is a consistent physical location where the full range of core services are offered and families can participate in-person. All service activities support early learning and development, engage parents and caregivers, and make connections for families.
Full-Time Equivalent (FTE)	Full-time equivalent (FTE) is based on a minimum of 35 hours/week at an EarlyON Child and Family Centre. Part-time staff hours should be added together to determine number of FTEs (i.e., 2 part-time staff may equal 1 FTE). Part-time staff can also be reflected using decimals (i.e., one full-time staff and one part-time staff may equal 1.5 FTEs).
Number of full-time equivalent (FTE) program staff	The number of FTE staff who are involved in the development, design and delivery of EarlyON Child and Family Centre programs and services.
Number of full-time equivalent (FTE) non-program staff	The number of FTE non-program staff (including cooks, drivers, housekeeping, clerical, and financial staff and chief administrators) employed by EarlyON Child and Family Centre organization.
Number of full-time equivalent (FTE) program staff who are RECEs	The number of FTE program staff who hold an RECE.
Number of full-time equivalent (FTE) staff who received a RECE Exemption	The number of FTE program staff that have been granted exemptions or otherwise approved from the RECE requirement (excluding the grand-parenting/legacy provision).

Data Element	Definition
Number of FTE staff receiving an RECE exemption through Legacy (formerly the Grand-Parenting) provision	The number of FTE program staff that have been granted an exemption from the requirement of having an RECE because they have 10 or more years of experience working in one or more of the following: Ontario Early Years Centres, Parent Family Literacy Centres, Family Resource Programs, and/or Better Beginnings, Better Futures.
Number of children served (in-person)	Number of children, aged 0-6 years that receive services at some point during the calendar year. A child is counted only once during the year. This data element is only used when a child participates in an in-person experience.
Number of visits made by children (in-person)	The total number of visits that children, aged 0-6 years, made to an EarlyON Child & Family Program in-person. Count each time a child attended in-person.
Number of parents/caregivers served (in-person)	Number of parents/caregivers that actively participated in an EarlyON program (with children or separately). A parent/caregiver is counted only once during the year. This data element is only used when a parent/caregiver participates in an in-person experience.
Number of visits made by parents/caregivers (in-person)	The total number of visits that parents/caregivers made to an EarlyON Child & Family Program. Count each time a parent/caregiver attended an in-person program designed to engage with children or separately.
Number of children served (virtual)	Total number of children aged 0-6 years, that participated in virtual services at some point during the calendar year. A child is counted only once during the year in this data element. Note: If a child attended both in-person & virtual, include in both data elements.
Number of visits made by children (virtual)	The total number of visits that children, aged 0-6 years, made to an EarlyON Child & Family virtual program. Count each time a child attended virtually. Note: If a child attended both in-person & virtual, include in both data elements.

Data Element	Definition
Number of parents/caregivers served (virtual)	Total number of parents/caregivers guardians that participated in virtual services at some point during the calendar year. A parent/caregiver guardian is counted only once during the year in this data element. Note: If parent/guardian attended both in-person & virtual, include in both data elements.
Number of visits made by parents/caregivers (virtual)	Total number of visits that parents/caregivers made to an EarlyON Child & Family virtual program. Count each time a parent/caregiver attended virtually, either with children or separately. Note: If a parent/caregiver attended both in-person and virtual, include in both data elements.
Reporting period	Reporting period is either interim mid-year (January 1 to June 30, 20253) for year-end or annual (January 1 to December 31, 20253).
Agency Name	Name of agency that signs the contractual agreement with TCS.
Agency ID	Identification number of agency assigned by TCS (also referred to as Agency ID).