



City of  
Richmond

**4552 EOI**

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**REQUEST FOR EXPRESSIONS OF INTEREST – 4552 EOI**

**4552 EOI - CHILD CARE PROVIDER FOR THE HAMILTON DAY CARE FACILITY**

Expressions of Interest will be received at the Information Counter, Main Floor, Richmond City Hall, addressed to the Purchasing Section, 6911 No. 3 Road, Richmond, BC, V6Y 2C1, until **3:00pm, local time, on Friday September 16<sup>th</sup>, 2011** (the “Closing Date/Time”).

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## 1.0 Definitions

1.1. Throughout this EOI the following definitions apply:

- a) “Expression of Interest” or “EOI” means a statement of qualifications submitted in response to and according to the terms of this Request for Expressions of Interest;
- b) “Operator” means the same as “Selected Respondent”;
- c) “Request for Expressions of Interest” or “RFEOI” means this document and related process;
- d) “Respondent” means a Society that submits, or intends to submit, a Response;
- e) “Response” or “Submission” means an Expression of Interest;
- f) “Selected Respondent” is the Respondent whose Expression of Interest, as determined through the evaluation criteria described in this RFEOI, provides the best overall value in meeting the requirements of the RFEOI, and with whom a Contract may be considered and
- g) “Society” refers to any non-profit organization, registered under the *Societies Act* of British Columbia, that is eligible to participate, under section four of this RFEOI, in this Request for Expressions of Interest process.

## 2.0 Introduction

2.1. The City of Richmond (the “City”) is requesting responses to this Request for Expressions of Interest (“RFEOI”) from interested Respondents to provide child care operations for a City-owned child care facility to be located in Hamilton at 23591 Westminster Highway (Attachment One).

## 3.0 Background

3.1. Policy Context:

- a) Richmond's Official Community Plan (“OCP”) aims to “promote the establishment and maintenance of a comprehensive child care system to provide accessible and affordable quality programs” through a number of actions, including negotiating with developers for the provision of City-owned child care space.
- b) The City’s Child Care Development Policy acknowledges that quality and affordable child care is an essential service in the community for residents, employers and employees. It commits the City to being an active partner with senior governments, parents, private and non-profit sectors and the

community, to develop and maintain a comprehensive child care system in Richmond.

- c) In addition, the City has demonstrated leadership in the support of child care by establishing a Child Care Development Advisory Committee, the Child Care Development Statutory Reserve Fund, City-owned Child Care Facilities, Child Care Grants and conducting Child Care Needs Assessments.

### 3.2. Facility Development:

- a) As part of a rezoning agreement with TransLink to develop a Bus Operations and Maintenance Facility at Westminster Highway and Boundary Road, the City negotiated the transfer of community amenity lands and funds for the site preparation and construction of a 3,400 Sq. Ft. City-owned child care facility, outdoor play area, pick-up/drop off area and parking. The child care site will be separated from the TransLink site by a 30 metre wide natural treed buffer strip including a pedestrian trail between Westminster Highway and the North Arm of the Fraser River (Attachment Two).
- b) The City-owned child care facility will be leased to a non-profit child care provider for a nominal rate (e.g., \$1.00 per annum) for ten (10) years plus a mutually agreeable renewable period. The Selected Respondent will be responsible for any and all other costs of operation including utilities, energy, power, maintenance and repair. Specific responsibilities include, but are not limited to:
  - i. Interior: painting, flooring maintenance and replacement, cleaning & janitorial, hydro & gas, telephone installation & billing, security system installation and monitoring; Exterior: signage, fence maintenance and repair, playground, garden & landscaping maintenance within fenced playground area; Services: water, sewer, garbage removal
  - ii. The selected Respondent should carry comprehensive general liability insurance (with a limit of not less than \$5,000,000).
  - iii. The Operator must apply annually for a permissible property tax exemption.
  - iv. The City will generally be responsible for maintenance and repair of the structural components of the building, unless required as a result of Operator or occupant action.
  - v. Building and site plans for the centre have yet to be developed. The selected respondent will work with City staff, the Project Architect and

Child Care Licensing to develop optimal plans for the age groups and programming proposed for the facility.

- vi. As the site will require an extended pre-loading period, construction of the centre will not begin until 2012/13. It is anticipated that the centre will be ready for operation by the fall of 2013.

#### **4.0 Objectives**

- 4.1. The City is seeking to lease the future City-owned child care facility at 23591 Westminster Highway to a non-profit child care provider who will provide quality, affordable, accessible care that will include, but need not be limited to, spaces for infant/toddlers and/or school-age children, both identified as the highest need age groups in the 2009 – 2016 Richmond Child Care Needs Assessment, Richmond-wide. In Hamilton, demand for group 3 to 5 and school-age care is predicted to be high (see Attachment Three).
- 4.2. While it is estimated that a facility this size would accommodate 33 children (8 infant/toddlers and 25 group 3 – 5 yrs.), or another configuration in multi-age groupings, licensed spaces will be determined by the Operator in consultation with Child Care Licensing. As indicated, priority will be given to submissions providing infant/toddler and/or school age care.

#### **5.0 Scope**

- 5.1. The scope of this RFEOI includes selection of a non-profit child care society to operate the City-owned child care facility at 23591 Westminster Highway. The facility will be leased to the Operator at a nominal rate (e.g., \$1.00 per annum) for a ten (10) year period, subject to a mutually-agreeable renewal period.
- 5.2. The City will provide major furnishings, fixtures & equipment (“FFE”), such as cubbies, major appliances and light fixtures, etc. with any program-specific FFE costs, (e.g., loose furnishings and toys, etc.) to be borne by the selected Respondent.

#### **6.0 Scope of Services**

- 6.1. The selected Respondent will:
  - a) provide a high quality, affordable, accessible child care program;
  - b) provide input, during the planning and design stage, to the City and its consultants regarding the design of the child care centre;
  - c) be responsible for all financial aspects of operating the child care facility, including maintenance responsibilities;
  - d) apply for a license and comply with Community Care Facilities Licensing Regulations;

- e) be responsible for the management and administration of the child care program;
- f) provide age appropriate equipment, furnishings and supplies;
- g) work in cooperation with parents and the community to develop quality child care that is flexible and responsive to family needs and
- h) regularly evaluate services.

## **7.0 Pre-qualification Process**

- 7.1. Interested parties are required to respond to this Request for Expressions of Interest in accordance with the terms of this RFEOI.
- 7.2. In the first phase of this potential two-phase process, responses to the RFEOI are being requested to enable the City to evaluate Respondent's expertise and to select a shortlist that will be invited to submit a proposal in response to a Request for Proposals. This RFEOI process is aimed at encouraging societies with the required level of experience and expertise to participate.

## **8.0 Requests for Proposals**

- 8.1. Respondents, who are pre-qualified as a result of this RFEOI process, may be invited to submit proposals, if required, to a Request for Proposals ("RFP") from the City. The City anticipates that, if required, the RFP will be distributed three to four weeks following the completion of the EOI process.

## **9.0 Qualification Criteria**

- 9.1. The selected respondent shall have previously and successfully completed projects of a similar size and complexity to the scope of work described in this RFEOI. In addition, the Selected respondent should have the following qualifications:
  - a) a demonstrated track record of providing quality, affordable, accessible, reliable child care services;
  - b) proposed programming based on respected early learning and care models;
  - c) well-qualified staff with references and that have passed criminal record checks successfully;
  - d) sufficient staff capacity foreseen to operate a new centre;
  - e) sufficient assets to cover start-up costs;
  - f) financial stability and sustainability;

- g) experience and ability to provide advice regarding the design of child care facilities;
- h) ability to provide spaces for priority age-groups (infant/toddlers and/or school-age);
- i) familiarity with Richmond, including the Hamilton community, and
- j) positive and collaborative relations with the community, City and other levels of government.

## 10.0 Submission Details

- 10.1. Respondents are requested to submit four (4) copies of their Expression of Interest marked “4552 EOI – Child Care Provider for the Hamilton Day Care Facility” to the Purchasing Division, Information Counter, Main Floor, Richmond City Hall located at 6911 No. 3 Road, Richmond, BC V6Y 2C1. Submissions will be received on or before:

**3:00 pm, local time on Friday September 16<sup>th</sup>, 2011**

- 10.2. Submissions will be evaluated at the discretion of the City based upon the information contained in the submissions. Questions relating to this EOI may be directed to Kerry Lynne Gillis, Buyer II, Contracting Specialist, by email to [purchasing@richmond.ca](mailto:purchasing@richmond.ca). Inquiries and responses relating to the EOI will be posted on BC Bid (<http://www.bcbid.gov.bc.ca/open.dll/welcome?language=En>) and the City’s website (<http://www.richmond.ca/busdev/tenders.htm>). It is the sole responsibility of each Respondent to check these sites on a regular basis for amendments, addendums, or questions related to this RFEOI.
- 10.3. Note: Any submission will not necessarily be accepted. Respondents are advised they have no claim for compensation in the preparation of their submissions and that by submitting an EOI, each Respondent shall be deemed to have agreed that it has no claim. All submissions received by the City shall be subject to the *Freedom of Information & Protection of Privacy Act* of British Columbia.

## 11.0 Format Requirements

- 11.1. Responses submitted shall consist of the requirements listed in Attachment Four as well as the following:

### I. Title Page (1 page)

- a. The title page should identify the EOI number identified on the cover page of these pre-qualification documents, Closing Time (as specified in section 10.1), Respondent’s name, address, telephone number fax number, email address and contact person’s name.

b. Table of Contents/Index.

II. Corporate Experience:

The organization should be a registered non-profit society (Society) in good standing with the Registrar of Companies, with an active governing body composed of volunteers. The by-laws must include provisions that no Board director can be remunerated for being a director; staff members cannot be voting members of the Board or Executive.

- a. Describe the type of Society (for example: corporation, partnership, sole proprietor) and if a joint venture, clearly state this and state who the joint venture parties are and identify who is acting as the lead.
- b. Provide most recent audited financial statements and current year operational budget.
- c. List three (3) relevant client references, with contact names and telephone numbers.
- d. Describe capacity to undertake this project and describe any other projects that the Respondent has scheduled during the anticipated time frame.
- e. Provide a history of litigation, any child care licensing violations, or claims made against the Respondent during the three (3) years immediately prior to the Closing Time.

III. Corporate Capability:

- a. Describe capability (financial, experience and workload capacity) to undertake the role of a Child Care Services provider for the Hamilton Facility (Operator).
- b. Provide resumes of proposed key personnel.
- c. Provide a letter from a bonding company confirming the Respondent's bonding capability and provide a certificate of existing commercial general liability insurance.

IV. Outline of Services to be Provided:

- a. Provide a brief discussion of your methodology and approach to providing the requirements of the Child Care Provider for the Hamilton Day Care Facility.
- b. Outline your ability to participate in reviewing facility plans.

**12.0 Review of Submissions**

- 12.1. The City will review the Expressions of Interest submitted to determine whether, in the City of Richmond's opinion, the Respondent has demonstrated that it has the required experience and qualifications to fulfill the obligations of the services identified in this RFEOI. Evaluation criteria are listed in Attachment Five.
- 12.2. The City will seek the advice of representatives of the Child Care Development Advisory Committee and the Hamilton Community Association in Operator selection but will retain the right to make final decisions regarding recommendations to Council. The final decision regarding Operator selection will be made by Richmond City Council.
- 12.3. As site and facility plans have yet to be developed, it is understood that the Respondent will only be able to estimate the capacity, programming & budget for this centre.

**13.0 Inquiries**

- 13.1. The City, in its sole discretion and without having any duty or obligation to do so, may conduct any inquiries or investigations, including but not limited to contacting references, to verify the statements, documents, and information submitted in connection with the Proposal and may seek clarification from the Respondent's bankers and clients regarding any financial and experience issues.
- 13.2. Subsequent to the receipt and review of responses the City reserves the right to issue a RFP for all or any part of the requirement described herein or to negotiate with any Respondent or with any number of Respondents concurrently for the purpose of entering into an agreement or to cancel this process in its entirety.

**14.0 Non-Conforming Submissions**

- 14.1. Submissions which fail to conform to the Format Requirements or which fail to conform to any other requirement of these Documents may be rejected by the City. Notwithstanding the foregoing or any other provision of these Documents. The City may at its sole discretion elect to retain for consideration EOI's which deviate either materially from the format requirements set out in hereto or which otherwise fail to conform to any other requirement of this RFEOI except the requirement of delivery of the EOI prior to Closing Time.

**15.0 Notifications and RFP Process**

- 15.1. Following the Closing Time, the City will only notify those Respondents who are selected as being pre-qualified and may be invited to submit their proposal under a Request for Proposal process, if required.
- 15.2. The City will not approve any change in the structure or formation of a short listed Respondent.

- 15.3. The City may unilaterally take the following actions, and shall not be liable for any such actions:
- a) amend the scope and description of the services to be procured under any RFP process as described in this RFEOI, and the qualifications that may be required to meet those requirements. In such event, proposals may be invited from those Respondents who meet the resulting amended requirements;
  - b) reject or accept any or all Submissions;
  - c) cancel the EOI process at any time and reject all Submissions; or
  - d) cancel the EOI process and recommence in respect of the same RFP with the same or an amended set of documents, information and requirements.
- 15.4. Subsequent to the receipt and review of the Responses, the City reserves the right, in its sole discretion, to issue a Request for Proposal (RFP) for all or part of the requirements described herein or to enter into negotiations with any Respondent or with any number of Respondents for the purpose of entering into an agreement, or to cancel this process in its' entirety.
- 15.5. The Respondent acknowledges and agrees that any submission is in no way whatsoever, an offer to enter into an agreement and a submission by any Respondent does not in any way whatsoever create a binding agreement. The Respondent acknowledges that the City has no contractual obligations whatsoever arising out of the EOI process.
- 15.6. The Respondent acknowledges and agrees that the pre-qualification of a Consultant pursuant to this EOI is only a preliminary step in the City of Richmond's procurement process. Each selected respondent will be evaluated further under any subsequent RFP (if required) evaluation process.

## **16.0 Publication of the Results of the Request for Expressions of Interest**

- 16.1. The City will publish the name of the Successful Respondent on the websites listed in subsection 10.2. No other notices will be issued by the City. Respondents shall visit these websites to obtain the results of this RFEOI.

## **17.0 Information Disclaimer**

- 17.1. The City and its directors, officers, employees, agents consultants and advisors are not liable or responsible for any oral, verbal or written information, or any advice, or any errors or omissions, which may be contained in this RFEOI or otherwise provided to the Respondent or Consultant pursuant to this RFEOI.
- 17.2. The Respondent shall conduct its own independent investigations and interpretations and shall not rely on the City with respect to information, advice,

or documentation provided by the City. The information contained in this RFEOI is provisional and will be superseded by the RFP and/or other agreement documents.

- 17.3. The City makes no representation, warranty, or undertaking of with respect to this RFEOI and the City and its directors, officers, employees, agents, consultants and advisors, shall not be liable or responsible for the accuracy or completeness of the information in this RFEOI or any other written or oral information made available to any interested person or its advisors, and any liability however arising, is expressly disclaimed by the City.

### **18.0 Intent to Enter Into An Agreement**

- 18.1. By submission of an Expression of Interest, the Respondent agrees that, should it be identified as the Selected Respondent, it is willing to enter into agreements, if required, as necessary to complete the transactions contemplated in the Respondent's Response to this RFEOI.

### **19.0 Modification of Terms**

- 19.1. The City reserves the right to modify the terms of this RFEOI at any time at its sole discretion. This includes the right to cancel this RFEOI at any time without liability to any Respondent.

### **20.0 Ownership of Submissions**

- 20.1. All documents submitted to the City, including Expressions of Interest, and any drawings, plans and models (as applicable), become the property of the City and will not be returned to Respondents. They will be received and held in confidence by the City, subject to the provisions of Section 15.0.

### **21.0 Right to Not Accept Any Expression of Interest**

- 21.1. The City reserves the right to not accept any Expression of Interest and is not bound to enter into an agreement with any Respondent or issue a Request for Proposal. In the event that no Expression of Interest is selected, the City will declare the RFEOI process terminated, in which case the City reserves the right to enter into negotiations with any party, regardless of whether or not such party previously participated in the RFEOI process.

### **22.0 No Commissions**

- 22.1. The City will not pay any commission to any Respondent or any agent acting on behalf the Respondent in connection with any transaction arising from the RFEOI. Any agent working with or for an interested party is assumed to be compensated by the Respondent.

**23.0 Use of this Request for Expressions of Interest**

- 23.1. This document, or any portion thereof, may not be used by others for any purpose other than for the submission of Expressions of Interest.

**24.0 Confidentiality, Freedom of Information and Protection of Privacy**

- 24.1. All submitted Expression of Interests shall become the property of the City. The City reserves the right to release information to the public about the Expression of Interests received and any agreement(s) entered into. As the property of the City, Expression of Interests will be considered government records, which are public documents and subject to the *Freedom of Information and Protection of Privacy Act* of British Columbia. However, any commercial information that could cause potential economic harm to a Respondent's business interests should be identified as such.
- 24.2. Information pertaining to the Site obtained by the Respondent as a result of participation in this EOI is confidential and must not be disclosed without written authorization from the City.

**25.0 No Claim for Compensation of Expenses**

- 25.1. The City is not liable to pay such costs and expenses or to reimburse or compensate a Respondent under any circumstances.
- 25.2. As such, Respondents are advised they are responsible for bearing all costs of preparing and submitting an EOI and any subsequent discussions with the City. Respondents shall have no claim for compensation in the preparation of their submissions and by submitting an EOI, each Respondent shall be deemed to have agreed that it has no claim.

**26.0 Conflict of Interest**

- 26.1. Respondents are responsible for ensuring that any and all conflicts of interest or potential conflicts of interest are disclosed in their Submission. Failure to disclose a conflict of interest may result in the rejection of the Expression of Interest.

**27.0 No Solicitation**

- 27.1. If any directors, employees, officers, agents, consultants, or representatives, or other representative of a Respondent makes any representation or solicitation offering a personal benefit to any officer, employee, agent, consultant, or elected official of the City, concerning the Respondent's Expression of Interest, the City reserves the right to reject the Respondent's Response to this Request for Expression of Interest.

**28.0 No Lobbying**

- 28.1. From the date on which this RFEOI is issued until the RFEOI process is terminated, Respondents (including any directors, employees, officers, agents,

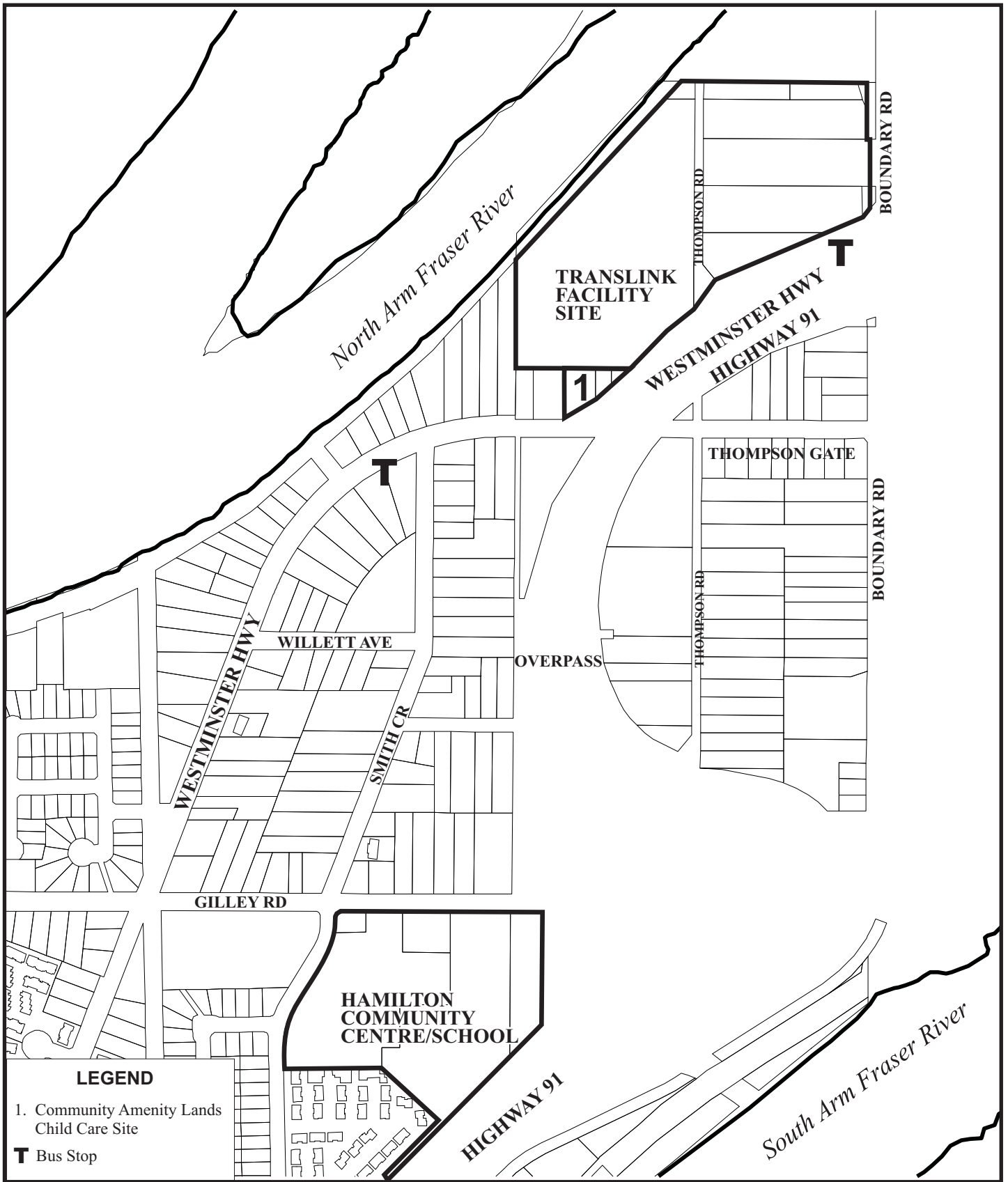
consultants, or representatives) should not communicate with the City, directly or indirectly, about the RFEOI except via the designated Contact Person on the cover page of this RFEOI document.

## **29.0 Publicity**

- 29.1. Respondents must not issue any news release or other public announcement that discloses details of this Request for Expression of Interest, or the Respondent's Response to this RFEOI, without the prior written consent of the City.

**Attachment One (1) – TransLink Endowment Property and Funds (Map)**

(next page)



**LEGEND**

- 1. Community Amenity Lands  
Child Care Site
- T** Bus Stop



# Hamilton - TransLink Endowment property and funds

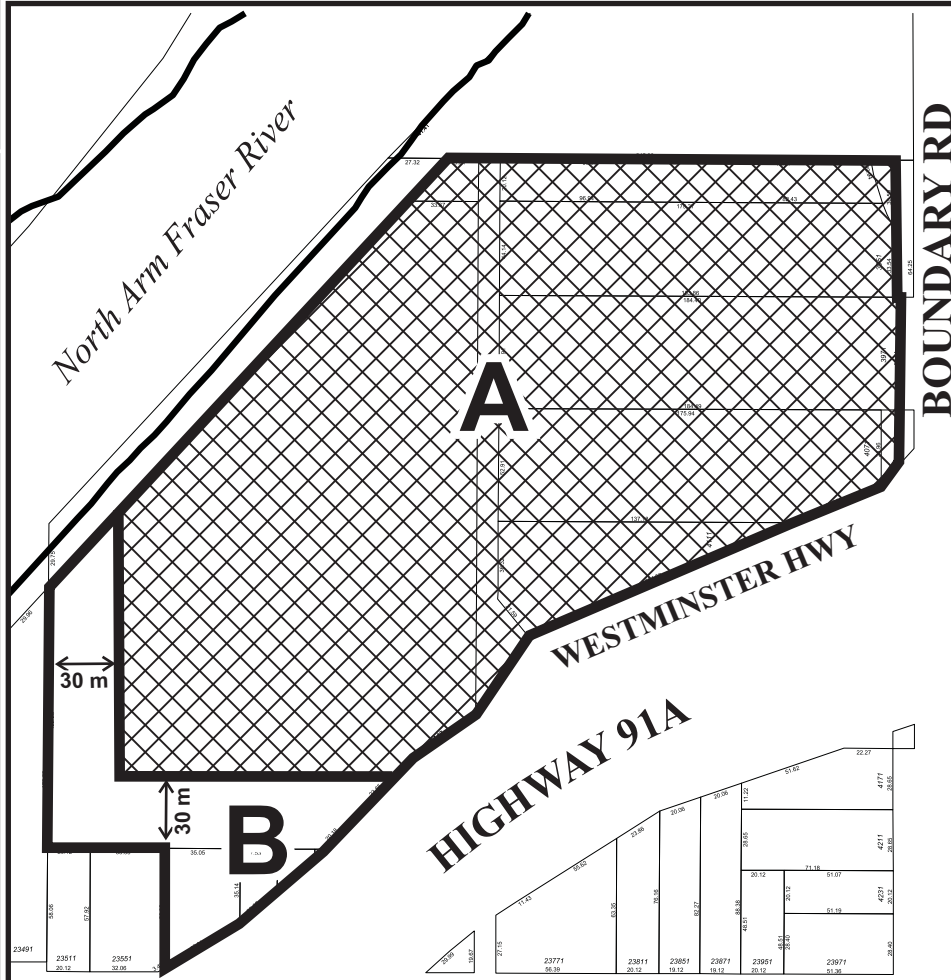
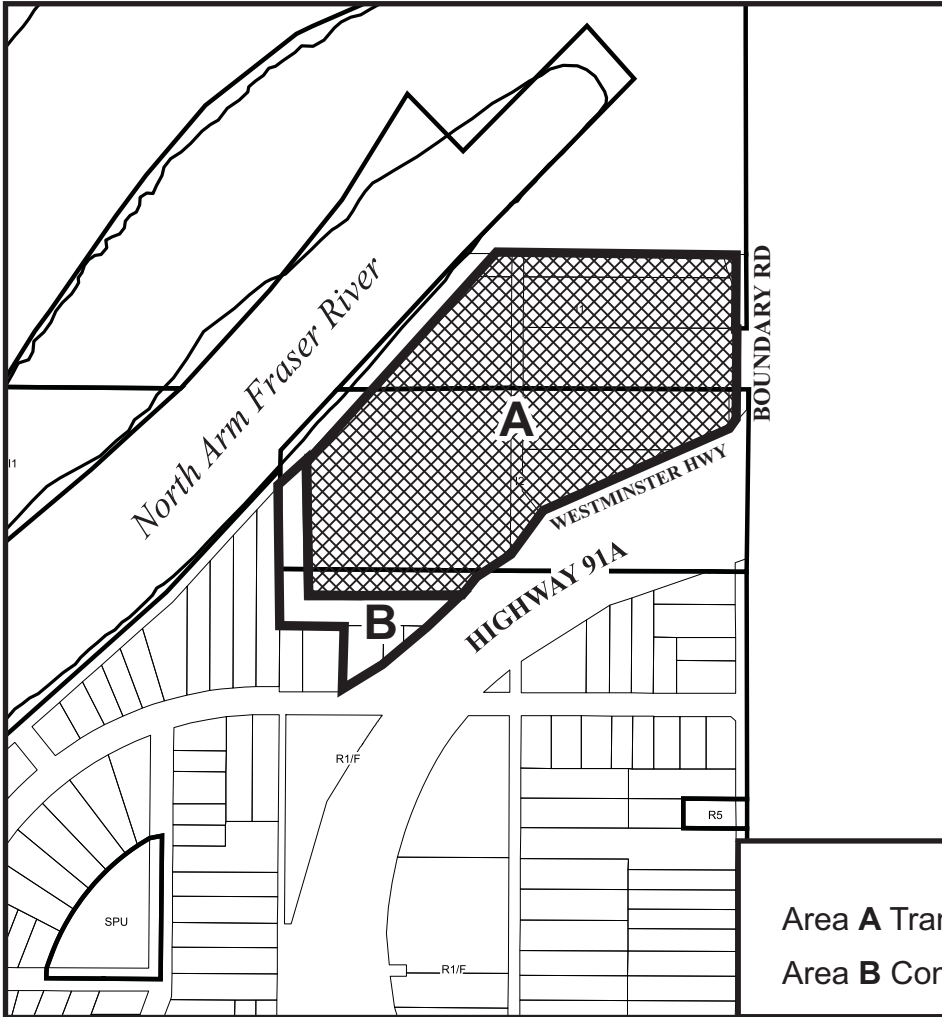
Original Date: 04/27/10  
 Amended Date: 06/22/11  
 Note: Dimensions are in METRES

**Attachment Two (2) - Site Map**

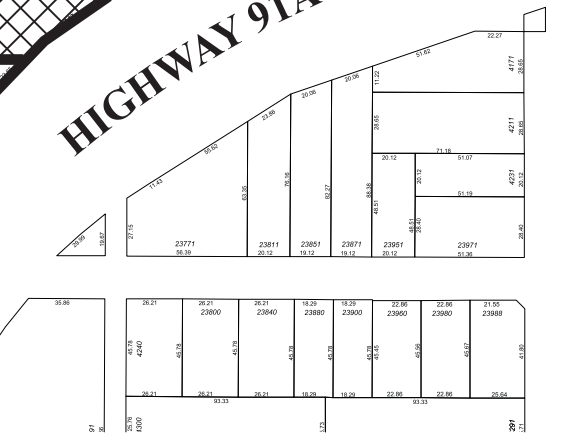
(next page)



# City of Richmond



**Legend**  
 Area A Translink Site  
 Area B Community Amenity Lands



## RZ 09-484669

Original Date: 08/24/09

Revision Date: 06/22/11

Note: Dimensions are in METRES

### Attachment Three (3) - Excerpt from the 2009 – 2016 Richmond Child Care Needs Assessment and Strategy:

#### Hamilton

##### Overview

While the number of children under five is expected to remain relatively stable in the Hamilton area, this area is expected to experience the fastest rate of growth in the school age population in Richmond. Because of its relative isolation, any child care shortages in this area are acutely felt by working parents. Hamilton is relatively well served with preschool spaces, but likely could benefit from additional group care for children from birth to age 12, with a focus on school age care spaces.

Table 1. Projected Population Increase in the Hamilton Neighbourhood			
Age of Children	2009	2016	Increase (2009-2016)
0-5	431	436	5 1.2%
6-12	452	590	138 30.5%

Table 2. Calculation of Need for Child Care Spaces in the Hamilton Neighbourhood			
	2009	Child Care Spaces Required by 2016	
Type of Care	Current Supply	Total Spaces Required	Additional Spaces
Family Child Care	21	22	1
Group (under 1)	4	3	-1
Group (1-2)	8	9	1
Group (3-5)	33	57	24
Preschool	45	30	-15
Kindercare	2	8	6
School Age Care	18	59	41
TOTAL	131	188	

##### Socio-Economic Factors

Hamilton has a high proportion of children under the age of five relative to other Richmond neighbourhoods, and is also relatively isolated from many of the community services provided in Richmond for children and families. Along with Steveston, Hamilton is one of two neighbourhoods in Richmond that are rated as “advantaged” on the HELP Socio-Economic index. Hamilton has highest levels of employment in comparison to other neighbourhoods in Richmond and in BC. Families with children are considered to be advantaged in terms of household wealth, and this is the only Richmond neighbourhood that rated as “average” on the number of families where the woman is the sole income earner relative to other BC communities. Hamilton has a low proportion of lone parent families, and is one of 3 neighbourhoods that has the lowest

dependence on government transfers, along with Steveston and Thompson. Interestingly, while educational attainment is considered to be high, it is not as high as most other Richmond neighbourhoods. Like other areas in Richmond, Hamilton has highest diversity relative to other BC communities. Hamilton was rated as average in terms of residential stability.

Given its positive socio-economic status, Hamilton did not rate as well as could have been expected on the HELP vulnerability index. It rated around the middle of the pack, being the 6<sup>th</sup> least vulnerable out of eleven neighbourhoods, with 29.0% of kindergarten children rated as vulnerable on one or more domains.. They rated least well on social competence, with 16.1% of kindergarten children considered vulnerable on this scale in 2006/2007. They rated highest in terms of communication skills and general knowledge in relationship to other Richmond neighbourhoods, with 12.9% of kindergarten children rated vulnerable on this scale.

### Findings

This area could benefit from additional school age care spaces as well as group care for 3 to 5 year olds. This community would also benefit from combining these facilities with programs that support both working and non-working parents and their families.

**Attachment Four (4) - Submission Checklist:**

1. Title Page
2. Table of Contents
3. Corporate Experience
4. Corporate Capacity
5. Outline of Services to be Provided.
6. Society Information
  - Name and address of the organization.
  - Contact name, title, phone/fax/e-mail.
  - Registered Society Incorporation number.
  - Current Constitution and Bylaws.
  - History, purpose, vision, goals and objectives.
  - A list of the Board of Directors, Officers and Executive Directors including addresses and contact information.
  - Most recent Annual Report.
  - Audited Financial Statements, including a Balance Sheet and the signed external auditors' report.
  - The Society's and child care program's current fiscal year operating budget.
  - If applicable, a history of litigation, child care licensing violations, or claims made against the Respondent during the three (3) years immediately prior to the Closing Time has been provided.
  - A letter from a bonding company confirming the Respondent's binding capability and a certificate of existing commercial general liability insurance.
  - A resolution by the Society's Board indicating approval of the Expression of Interest being submitted.
7. Current Child Care Operations and Capacity
  - Description of the Respondent's philosophy and approaches for existing child care programs, including early care and learning approaches, parent involvement, services for children who need extra support, services to a multicultural clientele and subsidized care.
  - Description of Respondent's demonstrated leadership in promoting and encouraging diversity and inclusion within its organizational practices.
  - Description of the Respondent's current partnerships and collaboration strategies, indicating respective roles.
  - Description of the Respondent's experience in developing and operating child care facilities
  - A list of the names and locations of all centres and/or services the Respondent currently operates or provides.

- Description of the Respondent's experience with caring for infant/toddlers and/or school age children.
  - Description of a typical day for a child in your care.
  - Current hours of operation, flexibility of scheduling, full-time/part-time.
  - Current rate structures, wait list and registration fees if applicable.
  - Personnel policies, including recruitment and retention.
  - RCMP Criminal Record Checks successfully completed for each staff member.
  - Valid business license, WorkSafe BC clearance, commercial general liability and Operator's insurance, CPR, Food Safe certifications, etc.
8. Proposed Child Care Program\*
- Description of the Respondent's familiarity with Richmond and the Hamilton community.
  - Description of the Respondent's philosophy for the proposed child care program, including early care and learning approaches, parent involvement, services for children who need extra support, services to a multicultural clientele and subsidized care.
  - Description of Respondent's ability to provide advice regarding facility design.
  - Description of how the Respondent will provide quality services that will be responsive to the needs of children and their families.
  - Proposed numbers and age groupings.
  - Proposed hours of operation, flexibility of scheduling, full-time/part-time.
  - Proposed rate structure, wait list and registration fees if applicable.
  - Description of the Respondent's ability to manage the development of a new child care centre and associated Capital Budget.
  - Proposed operating budget, projected for a five-year span including CPI increases of 2%, including at least the following operating costs: staffing; janitorial; utilities; furnishings; food; toys and educational materials; First Aid and Emergency supplies.
  - An indication of the Respondent's ability to contribute to start-up equipment costs.
  - Resumes and roles of key personnel who will be planning and/or working in the new centre.
  - Description of any other projects that the Respondent has scheduled during the anticipated time frame.
9. References
- A list of three references who may be contacted concerning the Respondent's experience and ability to provide quality, affordable, accessible child care services.
10. Other
- Any other information deemed relevant to demonstrate the qualifications and responsibilities required above.

\* As site and facility plans have yet to be developed, and construction is not anticipated until 2013, it is understood that the proposed program and budget may be modified before a final agreement is reached.

**Attachment Five (5) - Evaluation Criteria:**

All Submissions will be evaluated using the following criteria:

**1. Community Context**

- (a) Fit between the Society's mandate, experience, vision and neighbourhood context.
- (b) Ability to address the need for infant/toddler and/or school-age care, identified as Richmond-wide priorities in the 2009 – 2016 Richmond Child Care Needs Assessment (available at: [http://www.richmond.ca/\\_shared/assets/Child\\_Care\\_Needs\\_Assessment\\_and\\_Strategy\\_2009-201629995.pdf](http://www.richmond.ca/_shared/assets/Child_Care_Needs_Assessment_and_Strategy_2009-201629995.pdf), or upon request from 604-276-4220)

**2. Operating Vision**

- (a) Governance and board structure/membership
- (b) Early care and learning philosophy and approach
- (c) Parent/community relations and engagement
- (d) Partnerships and collaboration

**3. Experience**

- (a) Provision of quality, affordable, accessible child care
- (b) Provision of care to infant/toddlers and/or school age care
- (c) Facility management experience
- (d) Operational start-up experience
- (e) Sound financial management

**4. Capacity**

- (a) Sufficient staff capacity to plan and oversee the development and administration of a new centre
- (b) Ability to source community partnerships and work collaboratively
- (c) Recruitment and retention strategies
- (d) Financial sustainability, including capital funds