



REQUEST FOR EXPRESSIONS OF INTEREST – 4670 EOI

CHILD CARE PROVIDER FOR THE GARDENS CHILD 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 **3:00 pm, local time, on Friday September 14th, 2012** (the “Closing Date/Time”).

All queries related to this Request for Expression of Interest shall be submitted in writing to the attention of:

Kerry Gillis, Buyer II

email: purchasing@richmond.ca

The deadline for all enquiries is 5:00pm, local time on Friday, August 24th, 2012. The City reserves the right not to respond to inquiries received after this deadline.

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1.0 Definitions

1.1. Throughout this document the following definitions apply:

- a) “City’s Designated Representatives” means the City’s employees or representatives who are authorized in writing to deal with the Contractor on behalf of the City in connection with the goods, materials, equipment and services or to make decisions in connection with the Contract;
- b) “Closing Time” means the closing date, time, and place as set out on the title page of this RFEOI;
- c) “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;
- d) “Operator” means the same as “Selected Respondent”;
- e) “Project” means the scope of Work and Requirements described in this RFEOI;
- f) “Request for Expressions of Interest” or “RFEOI” means this document and related process;
- g) “Requirements” means all of the specifications, requirements and services set out in the RFEOI that describes the general requirements that the goods, materials, equipment and services must meet and the selected Respondent must provide;
- h) “Respondent” means an individual or a company (vendor) that submits, or intends to submit, a Response;
- i) “Response” or “Submission” means an Expression of Interest;
- j) “Selected Respondent” or “Successful 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;
- k) “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, and
- l) “Work” means all the labour, materials, equipment, supplies, services and other items necessary for the execution, completion and fulfilment of the Requirements.

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 adjacent to the future “The Gardens” development and City Park at 10640 No. 5 Road (maps and preliminary site plan in 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 Townline Gardens Inc. to develop a medium-density, mixed use residential/commercial development, the City negotiated the construction of a 4,000 Sq. Ft. City-owned child care facility with 4,000 Sq. Ft. of outdoor play area, pick-up/drop off area and parking. The child care facility will be located adjacent to public park land, also negotiated by the City as part of rezoning requirements. The “Coeverden Castle” will be incorporated into the facility.
- 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 \$5,000,000.00).
- 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. It is anticipated that the centre may be ready for operation by the Fall of 2014, although timing is dependent on a number of development factors.

4.0 Objectives

- 4.1. The City is seeking to lease the future City-owned child care facility at 10640 No. 5 Road 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.
- 4.2. While it is estimated that a facility this size would accommodate 37 children (12 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 including 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 10640 No. 5 Road. 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) to be borne by the Selected Respondent.

6.0 Scope of Services

- 6.1. The selected Respondent will be required to:
- a) provide a high quality, affordable, accessible child care program at the Gardens Child Care facility;
 - b) provide input, during the planning and design stage, to the City and its consultants regarding the design of the child care facility;
 - 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 of British Columbia;
 - 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 in order to afford the City the opportunity to evaluate the expertise of interested Respondents and to either enter into a contract with a qualified Respondent directly from this RFEOI process or to select a shortlist of Respondents that will be invited to submit a proposal in response to a Request for Proposals. This RFEOI process is aimed at encouraging businesses with the required level of experience and expertise to participate.

8.0 Requests for Proposals

- 8.1. Should the City engage in a Request for Proposal (“RFP”) process, then Respondents, who are pre-qualified as a result of this RFEOI process, may be invited to submit proposals to a RFP from the City. The City anticipates that any

subsequent RFP may be distributed three to four weeks following the completion of this RFEOI 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 community surrounding the Gardens Child Care facility, and
- j) positive and collaborative relations with the community, City and other levels of government.

10.0 Submission Details

10.1. Respondents should submit one (1) hard copy, plus one electronic copy (on a CD ROM or memory stick) of their Expressions of Interest marked “4670 EOI – Child Care Provider for the Gardens Child Care Facility” to the Purchasing Division, Information Counter, Main Floor, Richmond City Hall located at 6911 No. 3 Road, Richmond, BC V6Y 2C1. Submission Requirements are listed in section 12.0 and Attachment Two of this RFEOI document.

10.2. Submissions will be received on or before:

3:00 pm, local time on Friday September 14th, 2012

- 10.3. Submissions will be evaluated at the discretion of the City based upon the information contained in the submissions. Questions relating to this RFEOI may be directed to Kerry Lynne Gillis, Buyer II by email to purchasing@richmond.ca. Inquiries and responses relating to the RFEOI 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.
- 10.4. 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 Respondents' Information Meeting

- 11.1. The City intends to hold an information meeting at Richmond City Hall on June 28, 2012 at 7:00 pm. This meeting is not mandatory, however, the City encourages potential Respondents to attend this meeting as no other meetings will be held.
- 11.2. Notes of the meeting will be published in an addendum. Such notes may include a summary of any presentations (if applicable), oral questions, and answers provided. Questions of a complex nature, or questions raised in advance for discussion at the meeting, should be forwarded in writing, prior to the meeting, to the Contact Person named in Section 10.2. Such questions and answers will be attached to the notes of the meeting.

12.0 Format Requirements

- 12.1. 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 RFEOI 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 Gardens Child Care 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 Gardens Child Care Facility.
- b. Outline your ability to participate in reviewing facility plans.

13.0 Review of Submissions

- 13.1. The City will review the Expressions of Interest submitted to determine whether, in the City'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 Three.

- 13.2. The City will seek the advice of a representative of the Child Care Development Advisory Committee 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.
- 13.3. 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.

14.0 Inquiries

- 14.1. 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 Respondent's Submission and may seek clarification from the Respondent's bankers and clients regarding any financial and experience issues.
- 14.2. 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.

15.0 Non-Conforming Submissions

- 15.1. 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 Submissions 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 Submission prior to the Closing Time.

16.0 Notifications and Request for Proposal Process

- 16.1. Following the Closing Time, the City will only notify those Respondent(s) who will either enter into a contract with the City as a result of this RFEOI process or are selected as being pre-qualified and may be invited to submit their proposal under a Request for Proposal ("RFP") process, if the City decides to issue a RFP process for this Project.
- 16.2. The City will not approve any change in the structure of formation of a short listed Respondent.
- 16.3. 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 RFEOI process at any time and reject all Proposals; or
- d) cancel the RFEOI process and recommence in respect of the same RFP with the same or an amended set of documents, information and requirements.

16.4. Subsequent to the receipt and review of the Responses, the City reserves the right, in its sole discretion, to issue a 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.

16.5. 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 RFEOI process.

16.6. The Respondent acknowledges and agrees that the pre-qualification of a Consultant pursuant to this RFEOI is only a preliminary step in the City's procurement process. Each successful Respondent may be evaluated further under any subsequent RFP (if required) evaluation process.

17.0 Information Disclaimer

17.1. The City and its directors, officers, employees, designated representatives, 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, designated representatives, 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 successful respondent, it is willing to enter into agreements, if required, as necessary to complete the transactions contemplated in the Respondent's Response to this Request for Expression of Interest.

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 23.0.

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 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.

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 RFEOI 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 Expressions of Interest.

28.0 No Lobbying

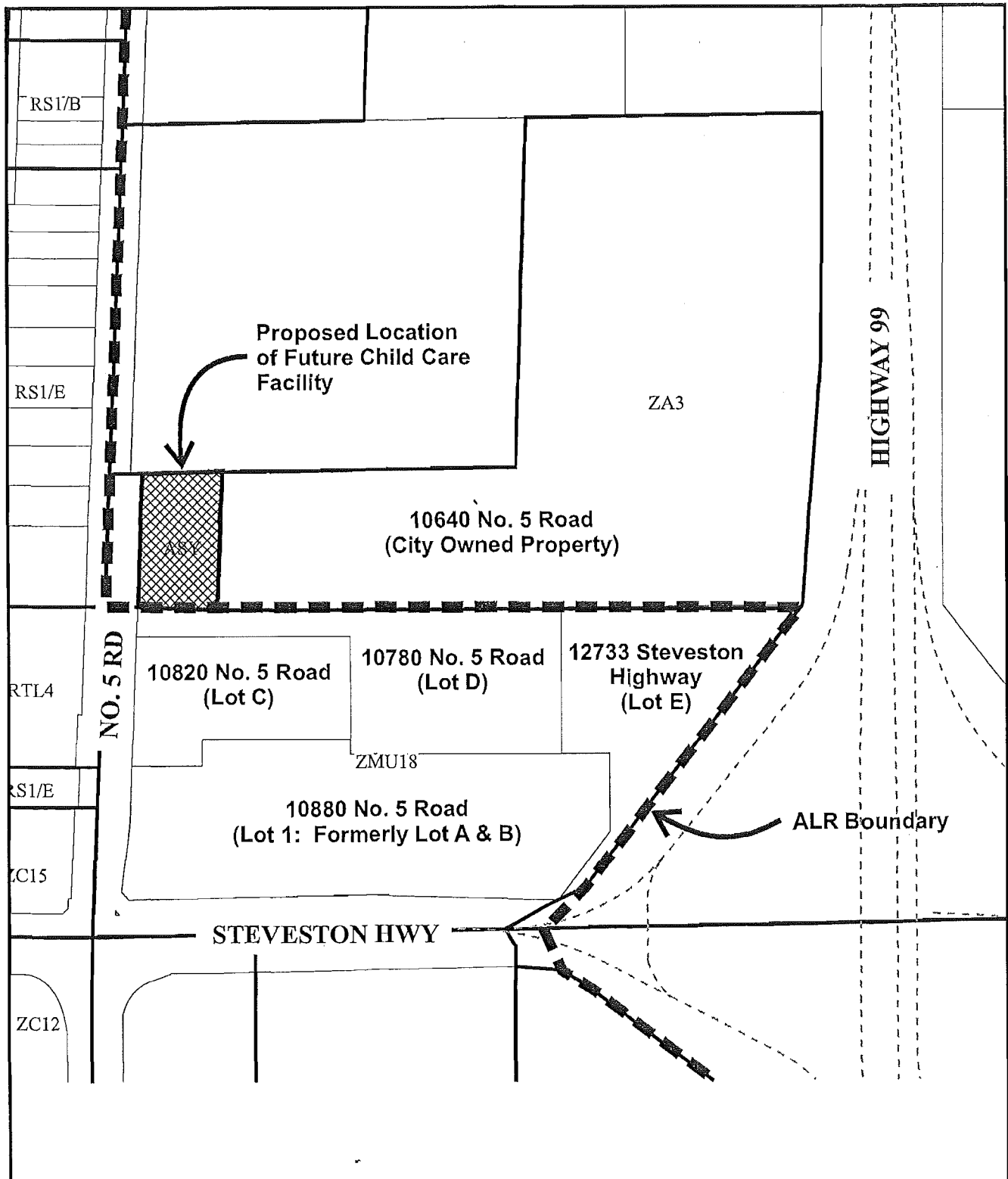
- 28.1. From the date on which this RFEOI is issued until the RFEOI process is terminated, Respondents (including any directors, employees, officers, agents, consultants, or representatives) should not communicate with the City, directly or indirectly, about the RFEOI except via the designated Contact Person in Section 10.2.

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) – Site Map and Preliminary Site Plan

(begins next page)

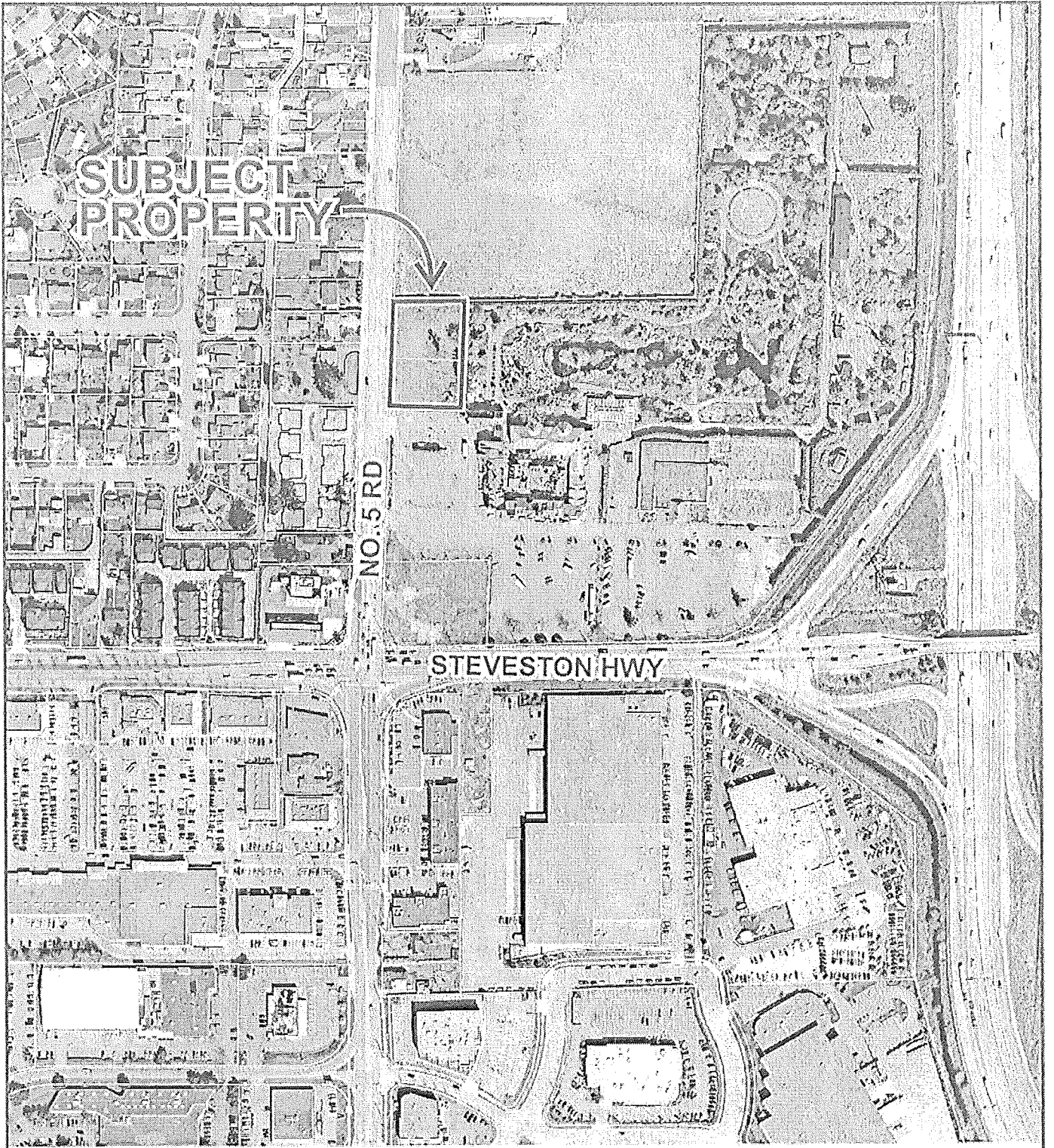


The Gardens Development Lands

Original Date: 03/28/12

Revision Date: 03/29/12

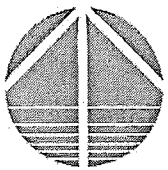
Note: Dimensions are in METRES



SUBJECT
PROPERTY

NO. 5 RD

STEVESTON HWY



RZ 10-546755

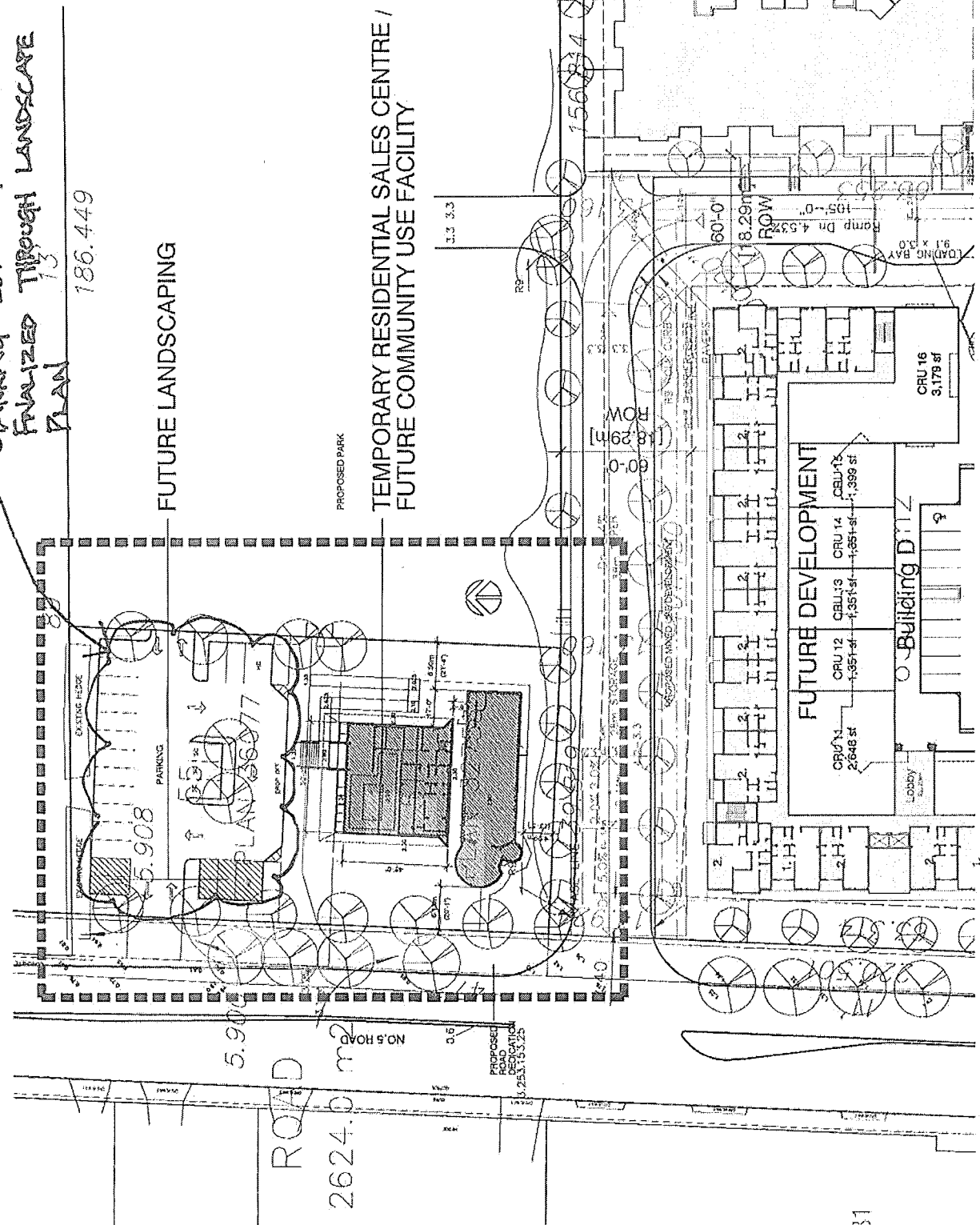
Original Date: 10/07/10

Amended Date:

Note: Dimensions are in METRES

PRELIMINARY SITE PLAN AND ELEVATION DRAWINGS

PARKING LOT LAYOUT TO BE FINALIZED THROUGH LANDSCAPE PLAN



Attachment Two (2) - 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 community surrounding the Gardens Child Care Facility.
 - 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 Three (3) - 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, 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