



# **THE CORPORATION OF THE CITY OF STRATFORD Request for Proposal**

## **EarlyON Child and Family Centres**

RFP # EarlyON-2020	
Date of Release of RFP:	<b>August 30, 2019</b>
Closing Date and Time for Submission of Proposal:	<b>September 27, 2019 4:00 pm</b>
Submit Proposal to:	City of Stratford Social Services Department Early Years and Child Care Division 82 Erie Street, Stratford, ON N5A 2M4 Attention: Darren Barkhouse Early Years Coordinator Phone: (519) 271-3773 Ext. 404 Fax: (519) 271-5038 Email: DBarkhouse@stratford.ca

## **SECTION 1 - RFP PROCUREMENT PROCESS**

### **1.1 Invitation**

The Corporation of the City of Stratford is the Consolidated Municipal Services Manager (the “**CMSM**”) of Early Years and Child Care for the County of Perth, the Town of St. Marys and the City of Stratford. The CMSM is inviting Proposals and Business Plans from non-profit qualified Proponents to provide the services (the “**Services**”) as described in **Section 3 (Scope of Services)**.

A letter of intent and/or attending the Information meeting are voluntary, not a mandatory component of the RFP package. The letter of intent will provide a mechanism to provide any information, changes or notices to proponents.

### **1.2 Costs Incurred by Proponents**

Proponents are responsible for all costs associated with the preparation and submission of Proposals to the CMSM, or any work performed in connection with submitting a Proposal. The CMSM will not make any payment for any Proposals received, or for any other effort required of, or made by Proponents prior to the commencement of the Services under the Contract.

### **1.3 Acceptance of Terms**

Each Proponent, by submitting a Proposal, represents that the Proponent has read and completely understands the terms and conditions of this RFP in full. Proponents must comply with the terms and conditions set out in this RFP, failing which the CMSM may reject the Proposal.

### **1.4 Schedule**

The RFP process will be administered according to the following schedule. Although every attempt will be made to meet all dates, the CMSM reserves the right to modify any or all dates in its sole discretion. Any changes will be posted on the City Web as an addendum to this RFP. <https://www.stratfordcanada.ca/en/livehere/earlyon-perth-county.asp>

<b>Event</b>	<b>Target Date (Subject to Change)</b>
Release of RFP	August 30, 2019
Proponent’s’ submission of letter of intent Proponents’ Information Meeting (Section 1.1)	September 5, 2019; 9:00 a.m. Hamlet Room, Third Floor, 82 Erie Street, Stratford
RFP Submission of Proposals Deadline	September 27, 2019; 4:00 p.m.
Proponent Interviews (if applicable)	Scheduled on an individual basis if required.
Award of Contract(pending Interviews are	<b>October 8, 2019</b>

Event	Target Date (Subject to Change)
completed as required)	

**1.5 Proponents’ Information Meeting**

A Proponents’ Information Meeting will be held on September 5, 2019 at 9:00 a.m. in the Hamlet Room, Third Floor, 82 Erie Street, Stratford.

**1.6 Communications**

Proponents are responsible for seeking clarification of any matter that they consider unclear before submitting a Proposal. All questions and answers will be posted on the City of Stratford web site:

<https://www.stratfordcanada.ca/en/insidcityhall/childcare.asp> The CMSM is not responsible for any misunderstanding of this RFP on the part of the Proponent.

All inquiries regarding this RFP shall be directed in writing to:

Darren Barkhouse  
 Early Years Coordinator  
 Social Services Department, City of Stratford,  
[dbarkhouse@stratford.ca](mailto:dbarkhouse@stratford.ca)

No employee or agent of the CMSM is authorized to amend or waive the requirements of this RFP in any way unless the amendment or waiver is issued by an addendum in accordance with the provisions in Section 1.7 (Addenda). Under no circumstances shall Proponents rely upon any information or instructions from the CMSM, its employees, or its agents, unless the information or instructions are provided in writing in the form of an addendum.

**1.7 Addenda**

Any amendments, new information, or clarifications to this RFP will be posted to the CMSM’s website in the form of an addendum.

<https://www.stratfordcanada.ca/en/insidcityhall/childcare.asp>

The onus remains with Proponents to ensure that they have downloaded all addenda posted prior to submission of their Proposal, whether or not they have received notification from the CMSM.

The CMSM will not be liable for misdirected notices of addenda which may result from Proponents who fail to update their contact information and/or Proponents who fail to check for addenda prior to submitting their Proposal.

In the event that this RFP is amended via addendum, all terms and conditions of this RFP which are not modified shall remain unchanged. The submission of a proposal, the proponent acknowledges and agrees that they have checked the website and that their bid incorporates all addenda.

No addenda will be issued within 48 hours of the closing date except to extend or cancel the RFP.

### **1.8 Submission Instructions**

Each Proponent may submit documents related to this RFP by the following methods;

- FAX
- Hard Copy, 2 copies to be provided
- Electronically

Each Proponent must submit documents to the following address;

City of Stratford  
Social Services Department  
Early Years and Child Care Division  
82 Erie Street,  
Stratford, ON N5A 2M4  
Attention: Darren Barkhouse  
Early Years Coordinator  
Phone: (519) 271-3773 Ext. 404  
Fax: (519) 271-5038  
Email: DBarkhouse@stratford.ca

It is the responsibility of the Proponent to ensure that the submission is received by the CMSM.

Submission of a proposal indicates acceptance by the Proponents of all the terms, conditions, and specifications contained in the Request for Proposal unless clearly and specifically noted in the proposal submitted and confirmed in the formal contract between the City and the Proponent.

Any Proposal received after the Closing Time, regardless of the circumstances, will not be accepted and will be returned unopened to the Proponent. Proponents will not be permitted to adjust Proposals by telephone, fax or electronically.

Proponents will be permitted to withdraw their Proposal after it has been delivered prior to the Closing Time, if a request is received in writing.

## **SECTION 2 – GENERAL TERMS AND CONDITIONS**

### **2.1 Exclusion of Proponents in Litigation**

No bid will be accepted from any Proponent inclusive of its subcontractor(s), which has a claim or instituted a legal proceeding or has threatened a claim or instituted a legal proceeding against the CMSM or against whom the CMSM has a claim or instituted a legal proceeding with respect to any previous contract, without prior approval by Council.

### **2.2 Lobbying Prohibited**

Proponents, including their subcontractors, consultants, agents, officials and employees shall not engage in any form of political or other lobbying whatsoever with respect to this RFP or seek to influence the outcome of the RFP process. This anti-lobbying clause applies to communications with all members of Municipal Council, members of local municipal councils within the CMSM, and their respective staff members or their appointees, including members of the CMSM's RFP evaluation teams. If any Proponent or related party is found to be engaging in lobbying, the CMSM will reject the Proponent's Proposal without further consideration and terminate that Proponent's right to continue in the RFP process. All correspondence or contact by Proponents with the CMSM with respect to this RFP must be directly and only with the Manager of Early Years and Child Care, identified in Section 1.6 (Communications).

The anti-lobbying clause applies from the release date of this RFP until the date and time when the Contract has been awarded or this RFP has been cancelled.

### **2.3 Conflicts of Interest**

Each Proponent, in its Proposal, shall declare all conflicts of interest or any circumstance that may be reasonably perceived as a conflict of interest that exists now, or may exist in the future.

The CMSM may, in its sole discretion, waive any and all actual, potential, or perceived conflicts of interest, on such terms and conditions as the CMSM, in its sole discretion, considers to be required to satisfy itself that any actual, potential or perceived conflict of interest has been appropriately managed, mitigated and minimized. In this regard the CMSM may require the Proponent to implement measures or take other steps to manage or mitigate the impact of any actual, potential or perceived conflict of interest.

### **2.4 Confidentiality**

Proponents are not to divulge any confidential information communicated to or acquired by the Proponent or disclosed by the CMSM in the course of this RFP process without the prior written consent of the CMSM. The CMSM reserves the right to disqualify from the RFP process a Proponent who in the CMSM's opinion has breached this requirement for confidentiality.

## **2.5 Errors and Omissions**

The CMSM shall not be held liable for any errors and/or omissions in any part of this RFP. While the CMSM has used considerable efforts to ensure an accurate representation of information in this RFP, the information contained in the RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the CMSM, nor is it necessarily comprehensive or exhaustive. Nothing in the RFP is intended to relieve the Proponents from their own opinions and conclusions with respect to the matters addressed in the RFP.

## **2.6 Subcontracting**

It is understood and agreed that the Proponent's employees or agents of the Proponent will perform the Contract. Subcontracting agreements made by the Proponent will not release the Proponent from any obligation to the CMSM with respect to the performance of its obligations under the Contract. The CMSM will not be responsible for payment to the Proponent's partners, subcontractors or suppliers in the event that the Proponent defaults on its responsibilities. The Proponent is to communicate this information to its partners, subcontractors and suppliers.

## **2.7 Proponents structured as a Joint Venture or Consortium**

A Proponent that has structured itself as a joint venture or a consortium shall in its Proposal:

- a) Identify a member of the Proponent that will be responsible for executing all documentation in response to this RFP on behalf of the Proponent; and
- b) Provide a statutory declaration duly authorized from each member that:
  - o The member agrees to be jointly and severally liable for all obligations under the Contract; and
  - o The member agrees to comply with, and be bound by, the terms and conditions of this RFP.

## **2.8 Legislative and Licensing Requirements**

All Proponents and Proposals must comply with any legislation and regulations, which may be applicable to the performance of the Contract.

## **2.9 Municipal Freedom of Information and Protection of Privacy Act**

In accordance with the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56 ("**MFIPPA**"), the personal information that is provided by Proponents in response to this RFP is being collected under the authority of the *Municipal Act, 2001*, S.O. 2001, c. 25 and will be used only for evaluation purposes under this RFP.

All Proposals submitted will become the property of the CMSM. Proponents are referred to the provisions of MFIPPA and in particular, Section 10 (Third party information) and

Section 11 (Economic and other interests) of MFIPPA, regarding information ("**Protected Confidential Information**") in their Proposal the disclosure of which could prejudice significantly their competitive position or economic interests, result in undue loss and/or could reasonably be expected to be injurious to their financial interests. Proponents are permitted to specifically identify any Protected Confidential Information in their Proposal. However, Proponents should not identify their Proposal, in its entirety, as comprising Protected Confidential Information.

### **2.10 Non-Exclusive**

Any Contract awarded as a result of this RFP will be non-exclusive. The CMSM may, in its sole discretion, purchase the same or similar services from other persons during the term of the Contract.

### **2.11 Insurance Requirements**

Without restricting the generality of the requirement to indemnify the CMSM, the successful Proponent shall obtain, maintain, pay for and provide evidence of insurance coverage, taken out with insurance companies licensed to transact business in the Province of Ontario and acceptable to the CMSM's Insurance and Risk Manager. Listed below are the insurance requirements deemed necessary for the Contract by the CMSM's Insurance and Risk Manager.

#### **a) Commercial General Liability Insurance**

Commercial General Liability ("**CGL**") insurance must include the CMSM as an Additional Insured, with limits of not less than two million dollars (\$2,000,000.00) inclusive per occurrence for bodily and personal injury, death and damage to property including loss of use. The CGL insurance will include Cross Liability and Severability of Interest Clauses, Products and Completed Operations coverage (twelve (12) months), and one million dollars (\$1,000,000.00) Standard Non-Owned Automobile endorsement including standard contractual liability coverage.

#### **b) Automobile Liability Insurance**

Automobile Liability Insurance in respect of licensed vehicles must have limits of not less than two million dollars (\$2,000,000.00) inclusive per occurrence for bodily injury, death and damage to property. Coverage shall be in the form of a standard owner's form automobile policy providing third party liability and accident benefits insurance and covering licensed vehicles owned and/or leased or operated by or on behalf of the Contractor.

#### **c) Professional Liability Insurance**

Professional Liability Insurance coverage must have limits of not less than two million dollars (\$2,000,000.00) inclusive per claim, covering services or activities that are professional in nature and excluded under the CGL policy.

The CMSM will accept in place of the above-mentioned insurance coverage, a

combination of primary liability limits and umbrella insurance or excess liability limits which meet the CGL, General Aggregate and/or Automobile Liability coverage limits noted above. Such coverage must in all respects be satisfactory to the CMSM's Insurance and Risk Manager and shall be maintained continuously by the successful Proponent from either the commencement of the Services or the signing of the Contract, whichever is earliest. The policies must be endorsed to provide the CMSM with not less than thirty (30) days' written notice in advance of cancellation, or any change or amendment restricting coverage.

All of the above insurance must be evidenced, by the successful Proponent only upon Contract award.

### **2.12 Workplace Safety and Insurance Board**

The successful Proponent must be in compliance with the Workplace Safety and Insurance Board ("**WSIB**") throughout the Contract and shall submit to the CMSM a valid and current WSIB Clearance Certificate prior to commencement of the Contract and at any other time during the Contract at the CMSM's request.

### **2.13 Health and Safety Requirements**

The Proponent acknowledges that it is aware of the provisions of the *Occupational Health and Safety Act*, 1990 and agrees to comply with the provisions thereof.

### **2.14 Accessibility for Ontarians with Disabilities Act (AODA) Compliance**

The successful Proponent shall comply with applicable Regulations of the *Accessibility for Ontarians with Disabilities Act*, 2005 (the AODA), with regard to the provision of its goods or services contemplated herein, specifically Ontario Regulation 191/11: Integrated Accessibility Standards, as amended.

The successful Proponent shall ensure that any employees, agents, volunteers, or others for whom it is at law responsible and who are involved in providing goods and services to the CMSM receive training as required by these regulations.

The Proponent acknowledges that pursuant to the AODA, the CMSM must, in deciding to purchase goods or services through its procurement process, consider the accessibility for persons with disabilities to such goods or services. Please review the City of Stratford's [Accessibility Plan](#).

The Proponent further acknowledges that any documents it produces for the CMSM which may be posted to the City website or otherwise be published shall be prepared in accordance with AODA requirements and [City of Stratford Accessible Communications Reference Guide](#).  
[https://www.stratfordcanada.ca/en/insidecityhall/resources/Accessibility/City\\_of\\_Stratford\\_Accessible\\_Communications\\_Reference\\_Guide\\_Apr\\_2015.pdf](https://www.stratfordcanada.ca/en/insidecityhall/resources/Accessibility/City_of_Stratford_Accessible_Communications_Reference_Guide_Apr_2015.pdf)

## **2.15 Indemnification**

The CMSM does not, by issuing this RFP or by any communication or documentation made or provided in connection with this RFP, incur any duty of care or contractual obligation to any Proponent and expressly disclaims any liability or obligation to any Proponent in connection with this RFP. Information provided in this RFP is relied upon or acted upon by Proponents solely and exclusively at their own risk.

## **2.16 Intellectual Property Rights**

Proponents are reminded to clearly identify in their proposal material, any specific scientific technical, commercial, proprietary, intellectual or similar confidential information, the disclosure of which could cause them injury or damage. All proposal documents are the property of the CMSM. The proposals will be considered confidential during the evaluation process but are subject to access requests under the MFIPPA. Extracts of proposals and the costs of their solutions may be used as part of a public document, Bidders must indicate in the proposal which parts of their proposal, if any, should not be routinely made public by the City.

Notwithstanding the foregoing, Bidders acknowledge that The Corporation of the City of Stratford must comply with all provincial and federal privacy legislation, including the MFIPPA when responding to requests for access to records.

Complete proposal details are not to be identified as "confidential".

## **SECTION 3 – SCOPE OF SERVICES**

### **3.1 Background**

A local community lead planning process was undertaken in 2017 to conduct a needs assessment, program review and make recommendations for service delivery. In September 2017, the Social Services Department of the City of Stratford released the Needs Assessment and Initial Plan for Perth County.

This transition plan contains:

- Socio-demographic profile of young children ages 0-6 living in Perth County;
- Examination of the early years programs and services currently offered in Perth County;
- Summary of the community insights and feedback, obtained through an extensive community consultation process; and
- Recommendations for making enhancements to Ministry of Education-funded child and family support programs currently offered in the community.

The plan is intended to build on the work of the existing system to become increasingly integrated and deliver high quality early years programs that are child and family centred and accessible to all children.

The full plan document is available on the City of Stratford web site;

[https://www.stratfordcanada.ca/en/insidacityhall/resources/Social\\_Services/Child\\_Care/Ontario-Early-Years-Child-and-Family-Centres-Assessment-and-Plan-20171010.pdf](https://www.stratfordcanada.ca/en/insidacityhall/resources/Social_Services/Child_Care/Ontario-Early-Years-Child-and-Family-Centres-Assessment-and-Plan-20171010.pdf)

Printed copies are available upon request.

The Plan's recommendations transformed the previous service system delivery in Perth County for 2018-2019. There was a program evaluation to ensure the recommendations were followed and to validate their effectiveness.

### **3.2 Objective**

The objective of this RFP is to receive and evaluate submissions from Proponents to provide the **mandatory core services** for the EarlyON programs for the diverse needs of families with children aged 0-6 years in Perth County, St. Marys and City of Stratford.

The successful Proponent(s) will implement and deliver these services through a purchase of service agreement. RFPs may be submitted for the delivery of services throughout the entirety of Perth County or for specific locations/municipalities chosen by the Proponent. Each area of service must have their specified budget.

### **3.3 Catchment Area and Population to be Served**

Perth County is a vibrant agricultural community located in the centre of southwestern Ontario. It encompasses 2,219 square kilometers of land and is comprised of six

municipalities: North Perth, Perth East, Perth South, St. Marys, Stratford and West Perth.

The total population of Perth County is 76,796, two-thirds of which dispersed among five population centres (2016 Census).<sup>1</sup> The remainder of residents (32%) live in rural areas and small villages.

According to the 2016 Census, there are approximately 6,400 children ages 0-6 living in Perth County. This represents 8% of the total population (76,796), compared to 7% for Ontario. One-third of these children reside in Stratford (33%; 2,075), followed by Perth East (22%; 1,385), North Perth (21%; 1,345), West Perth (12%; 790), St. Marys (8%; 525) and Perth South (4%; 265).

The EarlyON Child and Family Centre programs must continue to be offered in multiple satellite locations throughout the community, to simplify access for rural residents. These satellite sites must include services for the rural and minority populations in the Perth County. An example is the Anabaptist communities.

There are approximately 900 babies born in Perth County each year. The number of young children living in North Perth is on the rise, while the early years population in Perth South, Stratford, and West Perth is declining.

The community does not have a significant number of French language speakers, new immigrants, or persons who self-identify as being of Indigenous origin. However, the municipalities of Perth East and North Perth are home to a number of Anabaptist cultural groups.

The submission must demonstrate that the Proponent has knowledge of the neighbourhood that service will be provided in. There should be built into the program opportunities for 'Pop Up Programs'. Expanding reach to community events, county fairs and other outreach opportunities must be identified.

In general, the median income levels for the population aged 15 years and older living in private households in Perth County (\$35,670) is above the Ontario median (\$33,539). However, Perth East had a median income lower than the Province at \$33,253. Based on the low-income measure, after tax, fewer children aged 0-5 in Perth County households are living in low income (16.8%) when compared to Ontario (19.8%). However, Perth East has a much higher prevalence of children aged 0-5 living in low income households (26.6%).<sup>2</sup>

---

<sup>1</sup> Statistics Canada. 2017. *Perth, CTY [Census division], Ontario and Ontario [Province] (table). Census Profile. 2016 Census.* Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released August 2, 2017.

<sup>2</sup> Statistics Canada. 2017. *Perth, CTY [Census division], Ontario and Ontario [Province] (table). Census Profile. 2016 Census.* Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released August 2, 2017

### 3.4 Vision and Guiding Principles

EarlyON Child and Family Centres are intended to support all children, parents and caregivers in learning, growing and connecting – together.

To support this renewed vision, it is expected that communities will be guided by the following **six principles** when developing, delivering and evaluating EarlyON Child and Family Centre programs and services:

- **Child and Family Centered** - All programs and services are designed and delivered to meet the unique needs of parents, caregivers and young children to support their learning, development, and well-being.
- **Welcoming** - Child and Family Centres provide a warm and welcoming environment based on the foundational conditions for supporting growth and long-term success-belonging, well-being, engagement, and expression.
- **High-Quality** - Programs and services are designed to support positive experiences and outcomes, and foster nurturing relationships between children, parents, and caregivers, based on the latest evidence and research.
- **Inclusive** - Programs and services are accessible and responsive to children, parents and caregivers with varying abilities and cultural, language, socio-economic, sexual orientation and religious backgrounds.
- **Integrated** - Programs and services are developed, coordinated and delivered in a cohesive manner in collaboration with broader community services (e.g., school boards, early years partners, primary care providers, etc.) and parents and caregivers.
- **Community Led** - Communities, educators, parents and caregivers are engaged in designing Child and Family Centre programs and services that embrace and build on their strengths, address identified gaps and meet their unique needs.

### 3.5 Early Years Pedagogy

EarlyON Child and Family Centres are expected to provide programs that reflect the view of children, parents, caregivers and educators as competent, capable, curious and rich in potential and experience. Programming in EarlyON programs will be designed to foster positive outcomes and support nurturing relationships for children, parents, and caregivers based on the latest evidence and research.

Expertise of the pedagogical approach described in How Does Learning Happen? must be demonstrated in the submission and an action plan to continue the reflective

practices outlined in the document are another requirement. The role qualified teams and evaluations play in the service delivery should be included in the submission. Experience, policies and goals for supporting staff development will be a key aspect that to service delivery and aspect of the Pedagogy for the Early Years.

### **3.6 Mandatory Core Services**

To achieve the intended goals and outcomes of EarlyON Child and Family Centre programs, the ministry has identified a suite of mandatory core services that must be available to children and families across the province. CMSMs and DSSABs are required to manage the local delivery of these core services related to:

- supporting early learning and development,
- engaging parents and caregivers, and
- making connections for families.

#### **Supporting Early Learning and Development**

EarlyON Child and Family Centres must offer drop-in programs and other programs and services that build responsive adult-child relationships, encourage children's exploration, and promote play and inquiry, based on the pedagogy in HDLH.

Early learning and development programs are most effective when the content of learning is foregrounded in relationships and focused on supporting the development of strategies, dispositions, and skills for lifelong learning through play and inquiry.

#### **Engaging Parents and Caregivers**

EarlyON Child and Family Centres must actively work to develop programs that cultivate authentic, caring relationships and connections that create a sense of belonging. This means that wherever possible, engagement with parents and caregivers should occur with children present. Engaging with parents and caregivers also includes:

- Inviting conversations and information sharing about child development, parenting, nutrition, play and inquiry-based learning, and other topics that support their role.
- Providing targeted outreach opportunities that are responsive to community needs. This includes connecting with parents and caregivers who could benefit from EarlyON Child and Family Centre programs and services but are not currently accessing services for a variety of reasons.
- Collaborate with other support programs to enhance parent and caregiver well-being, enrich adult-child relationships, and to support parents and caregivers in their role(s).

As noted above, parent and caregiver engagement may take place in a variety of formats depending on the needs of the community. Engagement may include group discussions,

informal one on one engagement, printed and electronic resources or other engagement opportunities as appropriate.

### **Making Connections for Families**

EarlyON Child and Family Centres must continuously look for opportunities to facilitate stronger relationships within their local community and assist parents and caregivers in accessing services and supports that respond to a family's unique needs. This includes:

- Ensuring EarlyON Child and Family Centre staff have relationships with community partners and an in-depth knowledge of their community resources to allow for seamless transitions (warm hand-offs) for families who may benefit from access to specialized or other services.
- Responding to a parent/caregiver concern about their child's development through conversations and observations. In some cases, staff may direct parents/caregivers to seek additional supports from primary care or other regulated health professionals.
- Sharing information and facilitating connections with specialized community services (such as children's rehabilitation services), coordinated service planning, public health, education, child care, and child welfare, as appropriate.
- Providing information about programs and services available for the whole family beyond the early years.

Using the early years pedagogy – *How Does Learning Happen?* – Providers are encouraged to consider how they can best integrate numeracy and literacy behaviours into every part of a child's day.

As per Ministry guidelines, all services will be provided at no fee to program participants, and will be delivered by qualified early years professionals.

### **3.7 Staffing Requirements**

Proponents are to have the requisite experience, resources, qualifications and capacity to successfully meet the objectives of this RFP. Proponents are therefore requested to provide detailed information that clearly demonstrates the Proponent's staffing resources, qualifications, experience to successfully perform the Contract.

The goal is that staff teams are all Registered Early Childhood Educators (RECE) on site during the delivery of mandatory core programs and services. RECEs play a key role in delivering high-quality early years programs, as they bring specialized knowledge and expertise in child development and play and inquiry-based learning. For staffs that are not RECEs, approval from the CMSM will be required. In the Proposal it should be detailed who the staff is, their experience and plan to acquire their ECE diploma.

The successful proponent shall employ only skilled and competent staff who will be under the supervision of a senior member of the Proponent's staff to perform the Services. The staff of the successful Proponent(s) shall perform the Services with the requisite degree of skill and competence in accordance with the Codes of Ethics and Standards of Practice for RECEs in Ontario.

It is preferred that the lowest wage rate for employees working in EarlyON Child and Family Centres not fall below the living wage rate for Huron-Perth of \$17.44 per hour.<sup>3</sup>

Although the provision of the Services is the sole responsibility of the successful Proponent(s), the CMSM reserves the right to monitor the performance of the Services and to issue directives to the successful Proponent(s) to remedy any condition which the CMSM considers to be detrimental to provision of the Services. The successful Proponent(s) will be required to carry out the terms of such directives within five (5) business days after receipt of notice in writing from the CMSM or within a mutually agreeable timeframe.

### **3.8 Term of the Contract**

The term of the contract(s) is 24 months, from January, 2020 to December, 2021, with the option to extend at the discretion of the CMSM with the same terms and conditions. The contract will identify the conditions of the funding, the expected results to be achieved, the obligations of the parties involved, and the conditions for payment.

The contract with the successful Proponent(s) will specify that the CMSM shall have the right to conduct any review, audit or inspection of any and all records and if determined that the amount paid exceeds the amount payable, the difference will be considered debt and recoverable by the CMSM through any means available.

The successful Proponent(s) must agree to meet with CMSM staff during the term of the Contract from time to time as required by the CMSM, if necessary, to discuss issues related to the provision of Services. The role of the Early Years Coordinator is to be the main contact for the CMSM with the Successful(s) Proponent(s).

### **3.9 EarlyON Budget**

The total annual allocation from the Province of Ontario to the City of Stratford for the delivery of EarlyON programs is a budget in the range of \$550,000 to \$650,000 which may be allocated among multiple Contractor(s). The Provincial budget allocation for 2020-2021 when provided to the CMSM may alter this budget range. The Plan has information and data that identifies population of children and families and their density in Perth County. Funding will be provided in proportion to cover services to be provided throughout Perth County.

---

<sup>3</sup> In 2018, the Living Wage Rate for Huron-Perth was \$17.44 per hour. The Social Research & Planning Council – a division of the United Way of Huron-Perth is planning to release an updated living wage rate in November 2017

The Services must be open and accessible to all young children (ages 0-6) and their parents and caregivers living in Perth County, St. Marys and the City of Stratford. Present service delivery calendars (Appendix A) demonstrate a service level to be maintained. All services will be provided at no fee to program participants, in accordance with Ministry guidelines. A sample budget template (Appendix B) provides detailed accounts to utilize in preparation of revenue vs. expense statements. The template in excel format is available upon request.

### **3.10 Eligible Use of Funds**

Costs allowed under EarlyON program include:

- Wages and mandatory employment related costs
- Staff training and professional development costs
- Administrative costs (e.g., central administration, professional fees, overhead costs, mileage, etc.) will be limited to 5% of the total allocation

Expenses that do not directly support the provision of EarlyON Child and Family Centre services are inadmissible and include the following:

- Interest expenses incurred on capital or operating loans
- Professional organization fees paid on behalf of staff for membership in professional organizations
- Property tax expenses
- Fundraising expenses
- Donations to charitable institutions or organizations
- Bonuses, gifts and honoraria
- Capital loans
- Mortgage financing
- Reserve Funds

### **3.11 Performance Monitoring and Evaluation**

Proponents are advised that the CMSM will implement a Performance Monitoring and Evaluation System during the course of, or at the conclusion of, the Contract, for the purpose of monitoring and evaluating the performance of Contractors. The successful Proponent(s) must agree to participate in and provide any input or assistance as may be required by the CMSM in order to implement the Performance Monitoring and Evaluation System.

The CMSM is required to submit specific data, targets and financial reports to the Province. There will be staff support from the CMSM to assist successful candidates but there will need to be the capacity in the Proponents agency to have systems in place to be able to accommodate and support the software and any other systems that will be needed. The ERAM system must be available at all EarlyON locations.

## **SECTION 4 - PROPOSAL FORMAT AND CONTENT**

This Section 4 (Proposal Format and Content) provides general instructions to Proponents pertaining to the format and content of their Proposal. These instructions are not to be interpreted so as to limit Proposals, rather they are intended to provide a framework for the CMSM to evaluate each Proposal and determine which Proposal most closely addresses the CMSM 's needs.

Proposals are to be well-organized, detailed and concise. Proposals are to use clear and unambiguous language, expressed in English. Proponents are requested to provide detailed information that addresses the RFP requirements. General sales and promotional literature may not be considered.

### **4.1 Qualifications & Experience (30 points)**

To demonstrate that the Proponent has the requisite experience, resources, qualifications and capacity to successfully meet the objectives of this RFP experience and qualifications to perform the Services, the Proposal should include:

- Skills and Experience in delivering services that engage caring adults, support early learning and development and proposed personnel to perform the contract.
- Demonstrated understanding and continued incorporation of the How Does Learning Happened? Ontario's Pedagogy for Early Years
- References from organizations who offer similar services
- Partnerships among other non-profit agencies, businesses and government services and strategies to increase those partnerships
- One example of a previous innovative or new program development
- An organizational chart;
- Signed letter of support from Governing body of Agency;
- A profile of the Proponent including years in business;
- An overview of the Proponent's experience in delivering early years programs
- A staffing plan which meets the Ministry of Education's required RECE qualifications to deliver the Services;
- Demonstrated capacity to maintain service levels when unexpected events occur (i.e., staffing changes); and
- Reporting accountability including your organization's experience, infrastructure and capacity to produce accurate budgets, and meet data collection, reporting and evaluation requirements.
- Demonstrated integration with existing community groups and organizations
- Detail how the EarlyON services will be integrated with other services offered by the Provider.

## **4.2 Service Delivery and Approach (30 points)**

To demonstrate that the Proponent has a comprehensive understanding of the RFP requirements, the Proposal should include:

- Demonstrate full understanding and how to deliver the Provincial and CMSM vision and expectations as outlined in the Scope of Work of this RFP
- Provide a clear plan of action of the administrative process to administer the programs
- How will the transition deal with start-up, liasoning with the EarlyON Coordinator and ensure minimize service disruption for families
- Sample calendars
- Noted historical providers staff, resources or locations and how they will be included into the new system
- Demonstrate an inclusive model
- Role of flexibility in program delivery
- In-depth knowledge of the early years population living in the CMSM's catchment area, including but not limited to current issues and needs of the target population; and
- A description of the planned approach to deliver the Services.

## **4.3 Financial Component (20 points)**

- Budget clearly specifying expenses for administration, salary grid and program spending
- Current proponent financial statements to demonstrate skills and capacity to manage funding
- Submission in excel format for review
- Budgets submitted for specific areas of Perth County submitted separately would be an asset.

## **4.4 Value-Added (10 points)**

- Other project deliverables that are above those listed in the Scope of Work
- In kind benefits with the integration of EarlyON Child and Family Centres and services presently offered by the proponent.

## **4.5 Submission (10 Points)**

- Proponent submitted all required documents
- Quality and completeness of submission; and,
- Clarity and conciseness of submission

## SECTION 5 – EVALUATION CRITERIA

The following Evaluation Criteria will be applied in the assessment and evaluation of Proposals. The evaluation will be based on a total score of 100 points. The threshold score is 75%.

<b><i>Evaluation Criteria</i></b>	<b><i>Points</i></b>
Qualifications & Experience	30
Service Delivery and Approach	30
Financial Component	20
Value-Added	10
Submission	10

### **5.1 Rejection and Awarding of Proposals**

The CMSM reserves the right to accept or reject any or all proposals and/or to reissue the RFP in its original or revised form. The lowest cost proposal and/or highest score will not necessarily be awarded a contract as the CMSM reserves the right to determine in its own mind the Proponent(s) best qualified to undertake this service.

The CMSM further reserves the right to disqualify any Proponent whose Submission contains misrepresentations or any other inaccurate or misleading information relating to matters which the CMSM in its sole discretion, considers material.

The CMSM reserves the right to enter into discussions and/or negotiations with one or more Selected Proponents. If the CMSM and a Selected Proponent(s) cannot negotiate a Contract, the CMSM may terminate the negotiations and begin negotiations with the next Selected Proponent. This process may continue until a Contract has been executed or all Proponents have been rejected. No Proponent will have any rights or remedies against the CMSM arising from such negotiations.

If the CMSM, in its sole opinion, considers any part of a Proposal to be incomplete, unclear, ambiguous as to meaning or intent, or to not comply with any requirement of this RFP, the CMSM may, in its sole discretion, at any time throughout the procurement process and for greater clarity, including throughout the evaluation process, require the Proponent to clarify its Proposal or submit additional information, within a specified time, so as to ensure that the Proposal is complete, clear and meets the RFP requirements.

The CMSM reserves the right to award contracts to multiple Contractors.

**Request for Proposal**  
**EarlyON Child and Family Centres**  
**Appendix A**

Samples calendars also available on the City of Stratford website:  
<https://www.stratfordcanada.ca/en/livehere/earlyon-perth-county.asp>

## Request for Proposal

### EarlyON Child and Family Centres Appendix B

<b>AGENCY:</b>	<b>2020</b>	<b>2021</b>
<b>REVENUE:</b>		
<b>CMSM Grants</b>		
<b>Donations</b>		
<b>GST rebates</b>		
<b>Other</b>		
<b>TOTAL REVENUE</b>	<b>0</b>	<b>0</b>
<b>EXPENSES:</b>		
<b>Administrative</b>		
<b>Salaries</b>		
<b>Benefits</b>		
<b>Materials</b>		
<b>Administrative total expenses</b>	<b>0</b>	<b>0</b>
<b>Program</b>		
<b>Salaries</b>		
<b>Benefits</b>		
<b>Materials</b>		
<b>Furnishings</b>		
<b>occupancy</b>		
<b>Supplies</b>		
<b>Training</b>		
<b>Travel</b>		
<b>Equipment</b>		
<b>Other</b>		
<b>Program total expenses</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSES</b>	<b>0</b>	<b>0</b>
<b>REVENUE over EXPENSES</b>	<b>0</b>	<b>0</b>