



**(Inclusive Universal Child Care /Financial Modelling)**

<b>Issue Date:</b>	<b>July 28, 2021</b>
<b>Required Response Date:</b>	On or before <b><u>August 12, 2021 12:00 pm PST</u></b>
<b>Submission Method:</b>	Please submit your complete response by <b>email only</b> to <a href="mailto:Mathew.Klus@gov.bc.ca">Mathew.Klus@gov.bc.ca</a> ,  <u>Cc:</u> Hiwot.Nigussie@gov.bc.ca

This Request for Proposals (RFP) Invitation is being sent by the Ministry of Children and Family Development to those Qualified Suppliers who had previously qualified under the **Financial Analysis and Economic Modelling** following RFQ SPO-3885, issued by the Strategic Partnerships Office (SPO) of the Ministry of Citizens' Services.

Submissions will be reviewed by assessing a proponent's relevant work experience against the requirements described below. The selected proponent may be required to complete the attached Privacy and Information Sharing: Awareness Training for Contractors and Service Providers course.

**GOVERNMENT CONTACT PERSON**

All enquiries related to this Request for Proposals (RFP) Invitation, including any requests for information and clarification, are to be directed, in writing, to **Mathew Klus** at [Mathew.Klus@gov.bc.ca](mailto:Mathew.Klus@gov.bc.ca), and cc: Hiwot Nigussie at [Hiwot.Nigussie@gov.bc.ca](mailto:Hiwot.Nigussie@gov.bc.ca). Questions and responses that have relevance for the submission will be shared with all parties.

**CONFIDENTIALITY NOTICE**

All information provided in this document as well as all associated documents are strictly confidential and not for distribution. Proponents are reminded of their responsibility under section 10.1 of the Framework Agreement. If you have any questions or concerns, please contact the Ministries in writing through the email address above.

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**(Future State of Childcare BC Operational Funding /Financial and Data Modelling)**

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### 1.0 BACKGROUND

In British Columbia, child care is delivered through a variety of independent service providers including public, private (for-profit), home-based and not-for-profit providers. Service providers (caring for more than two children or a single sibling group) must be licensed under the *Community Care and Assisted Living Act* and Child Care Licensing Regulations, which outlines specific facility, educator and health/safety requirements for various categories of licensed care.

The Ministry of Children and Family Development (MCFD) is the lead provincial Ministry responsible for implementation of the provincial Childcare BC Plan (2018), which articulates government's commitment to transition from a fragmented system of care to a universal system that will provide affordable, quality and inclusive child care to every family that wants or needs it over a ten-year period (e.g. by 2028). The Plan focuses on three primary "pillars" or priorities of:

1. improving (parent) affordability for all families, with particular priority on low-income families,
2. accessibility (e.g. increasing the number of available licensed inclusive child care spaces over time), and
3. quality (e.g. a well-supported and professional workforce).

In addition, the Plan includes an emphasis on supporting and advancing inclusive child care that is available to all children, including children from diverse backgrounds and children with support needs, as well as supporting the delivery of Indigenous-led child care for Indigenous children. The Plan is provincially funded; however, it is also complemented by federal investments made by the Government of Canada under a bilateral agreement on early care and learning (ELCC Agreement).

Since the release of the Childcare BC plan in 2018, government has restated its commitment in the 2020 Minister mandate letters. These letters included a commitment to move the delivery of child care from MCFD to the Ministry of Education (EDUC) and integrate child care into the broader learning environment by 2023. Additionally, on July 8, 2021, the Government of Canada and the Province of BC announced a new bilateral agreement (in addition to the ELCC Agreement) which will provide BC with \$3.2 billion over a five-year period (and ongoing thereafter), to implement a universal, accessible and high-quality child care system for all families that want or need it. Specifically, in the ELCC Agreement commits to reducing average parent fees regulated and licensed child care for children aged 0-5 by 50 percent by December 2022.

The first three years of the Childcare BC Plan (2018/19 – 2020/21) included a comprehensive set of actions to address the three pillars of improving the affordability, accessibility, and quality of child care. These actions reflected government's initial steps towards a cohesive, publicly managed universal child care system. Specifically, the affordability measures expanded existing benefit

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programs for families, and created new programs aimed at moving towards a combination of income-tested and universal benefits as well as reducing costs for families at all income levels for licensed inclusive child care, as reflected in Table 1.

**Table 1. Supports for Parents and Providers under Childcare BC<sup>1</sup>**

Target	Program/Initiative	Detail
Providers	Child Care Operating Funding	Operational funding for licensed facilities – covers roughly 9-12% of an average facility's monthly operating expenses
	ECE Wage Enhancement	Operational funding for licensed facilities to provide \$2/hour wage enhancement to front-line ECEs <sup>2</sup>
	Maintenance Fund	Operational funding for licensed child care providers to conduct emergency repairs/upgrades and/or relocation costs
	New Spaces Fund / Start-up Grants	Grant funding to eligible organizations to support the creation of new licensed child care spaces
Parents	Affordable Child Care Benefit	Income-tested monthly benefits to eligible low- and middle-income families to reduce out of pocket costs of child care (supports children 0-12 years, or higher in some circumstances)
	Child Care Fee Reduction Initiative	Monthly benefit(s) to families (regardless of household income) accessing care at participating facilities to reduce the cost of child care (supports children 0-5 years)
	Supported Child Development (SCD) / Aboriginal SCD	Contractual funding to eligible organizations to enable children with support needs to participate in child care

In addition to the supports outlined in Table 1, the province concurrently supports the delivery of low/no-cost child care through two federally-funded initiatives – the Universal Child Care Prototype Sites which currently support approximately 2,500 licensed child care spaces at over 50 child care facilities located across the province, and an expansion of the Aboriginal Head Start program, currently supporting roughly 650 spaces to provide culturally responsive child care at no cost to Indigenous families. The Province recently announced a provincially-funded expansion of the \$10/day sites under Budget 2021, which will increase these spaces to roughly 6,500 spaces and then with the additional announcement of the Canada Wide Early Learning and Child Care announcement, additional funding will increase the total \$10/day spaces to 12,500 \$10/day spaces

<sup>1</sup> Some of these supports (i.e. CCOF) existed prior to the Childcare BC plan, and were enhanced as part of the plan. Additional supports not reflected in Table 1 include Child Care Resource and Referral programs, the ECE Registry, professional development supports/training for ECE's, facility licensing/monitoring, early learning supports, Young Parent Programs, etc.

<sup>2</sup> Increasing to up to \$4/hr in September 2021.

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by December 2022, as well as an additional 800 Aboriginal Head Start spaces funded by March 2023.

An arms-length evaluation was conducted on both the Prototype Site and Aboriginal Head Start initiatives between 2018-2020 to help inform next steps towards implementing an inclusive universal child care system and Indigenous-led child care. The [evaluation report](#) identified four potential approaches to funding child care providers to deliver low-cost child care. The results of the evaluation will serve as a source of information to inform the detailed model development.

In order to implement a universal inclusive child care system in BC, a re-envisioned funding model is required to replace some or all the existing array of operating funding streams outlined in Table 1 to support the provision of low-cost inclusive child care, with consideration for additional supports for low-income families and inclusive settings as well as any considerations specific to home-based and culturally safe child care that supports Indigenous families within the universal system.

The intent of the funding model is to support equity of access for any family that wants or needs licensed child care and ensure families pay a consistent low-cost fee within eligible licensed child care categories and provider types. For the child care sector, the funding model must be transparent, equitable and should clarify and streamline the funding structure for different types of child care operations. The funding model will meet provincial commitments under the Canada BC ELCC Agreement.

## 2.0 SCOPE OF WORK

MCFD is seeking the assistance from **one team** of private sector consultants to engage with the child care sector to develop the core components of a funding model and provide financial modelling options to streamline the child care operational funding. The project will provide information to understand the cost and service delivery implications of a future operational funding model or models for licensed child care providers that deliver government funding that enables child care operators to deliver affordable child care to families for a consistent low-cost fee. This future operational funding model will shift from the current system of separate and distinct operating funding programs to an all-inclusive funding approach

The development of funding model(s) to support an inclusive universal child care system is a multi-phase project.

- Building on the policy work to date, through a review of the Provided Materials, as per section 7.0 and a jurisdictional scan, the first phase of the project includes engagement with the child care sector to evaluate and confirm known core components of child care service delivery and identify and evaluate other potential components to be included in the funding model(s). This phase will define the eligible expenses and tiers of service to be covered by provincial funding.

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- The second phase will be the technical development of proposed funding model(s) and detailed costing forecast of each model implementation. This phase will include a second engagement session with child care sector stakeholders to verify inputs and inform model finalization.
  - The third and final phase will be the development of the report and recommendations to the Ministry and presentation of findings.

#### In Scope

- Conducting sector engagement to develop core components of funding model
- International and national jurisdictional scan
- Development of funding model options, which will include a detailed technical analysis
- Consideration of all types of licensed child care service such as centre-based, home-based, or care on school grounds, and consideration of the funding model used by the Ministry of Education
- Conducting sector engagement for input verification
- Report development and presentation of findings

#### Out of Scope

- Organizing and inviting participants for the phase one sector engagement. engagement .
- Organizing and inviting participants for the phase two sector engagement. .
- A funding model for Indigenous-led child care. A funding approach for Indigenous led child care will be established through a parallel process with Indigenous rightsholders.

### 3.0 PROJECT OBJECTIVES

- Analyse current cost of licensed child care operations in British Columbia, with cost driver information as provided by the Ministry in Provided Materials and from sector consultations.
- Model different variations of service inclusion and funding models for all types of licensed inclusive child care, identifying implications for each scenario.
- Provide cost projections of each proposed funding model considering macro-economic and population-based projections, providing an overall costing of the future state of inclusive universal child care when fully implemented, including both the provincial government's estimated funding contribution and estimated total sector operational costs.
- Model the cost implications of various transition rates from the current funding streams to each proposed funding model and the estimated supply of licensed child care spaces at relevant transition points.
- Provide consideration of the model(s)' implementation and effectiveness with child care delivered under the governance of the Ministry of Education and through the evolving service delivery model.

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- Identify ways in which the non-profit/public/for-profit/home-based child care and public education sectors will respond to and perform in the proposed funding models over the short, medium and long term.

#### 4.0 SCHEDULE

- Work is to begin by August 23, 2021
- Engagement on core components is to take place from August 25 to September 15, 2021
- A high level overview of key learnings from phase one work by September 20, 2020
- The delivery date for the report on core components of service is September 24, 2021
- The delivery date for the draft project report final report is February 15, 2022
- The delivery date of the final project report is May 2, 2022

#### 5.0 ACTIVITIES

The following actions and activities will be required to deliver on the project objectives:

##### Model Development

1. Conduct a jurisdictional scan of operational funding models used in other provincial and international jurisdictions with universal child care systems, including the model used by the Ministry of Education.
2. Conduct sector engagement to seek input on core components of child care service for inclusion in the universal funding model.
3. Analysis of detailed cost drivers of the potential and/or presumed components of the child care funding model in BC.
4. Development of multiple models (variations) for all licensed child care types in B.C. that can be operationalized to deliver affordable care to families for a consistent low cost and working towards \$10/day care, with consideration for all the following:
  - a) Auspice (for profit group, non-profit group, public, and home-based providers)
  - b) Care type (infant, toddler, 3 to 5 years, pre-school, school-age care, multi-age)
  - c) Geographical region (including regional; and urban vs rural vs remote considerations)
  - d) Location (on/off school grounds, centre-based versus home-based)
  - e) Operational costs, based on developed core components
  - f) Support for inclusive child care settings
  - g) Support for culturally safe child care for Indigenous families within the universal system
  - h) Other relevant inputs

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5. Conduct sector engagement with stakeholders to verify inputs and inform model finalization.
6. Cost comparison of the current state of Childcare BC program funding and the future state under each developed funding model option. Analysis will include:
  - a) Estimation of overall cost to the province in shifting from current state to future state of program funding and the estimated total sector operational costs
  - b) Analysis of cost implications in shifting from current state to future state
  - c) Estimated costs of future state over a short, medium and long-term period, inclusive of recommendation on timing of introduction, transitional costs, the pace of system revision (gradual, moderate, rapid), the estimated supply of licenced child care spaces and the rate of parental uptake
  - d) Financial and service delivery impacts for current child care providers in shifting to future state model(s)
7. An assessment of transitional consideration for government as it moves to the Ministry of Education and in consideration of the K-12 system of funding including systems, procedures and processes.

#### Feedback and Presentation

8. A re-engagement with representatives from the child care sector, as invited by government, to present assumptions and inputs into universal funding model development.

#### Project Finalization

9. Final presentation and discussion of models and system implications to ministry representatives.
10. Training sessions with ministry staff on the use of the model, including assumptions and making changes to the model over time.
11. Training session(s) with ministry staff on the approach to implementation and operationalization of the proposed funding models.

## 6.0 DELIVERABLES

The Contractor will:

- Attend an initial kick off meeting to discuss project parameters, expectations, and processes.
- Develop a plain language engagement approach and materials that supports indigenous cultural safety in collaboration with Ministry staff
- Meet with the project team every 2 weeks, or on a cadence as determined by the Ministry, to discuss project insights and learnings. The Contractor is expected to provide a written summary, presentation materials, and other working documents to the Ministry of topics covered no later than 72 hours following the meeting.



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- A core component report submitted no later than the date specified in section 4.0 documenting the recommended core components of inclusive child care service and rationale for inclusion in the universal funding model. The contractor will consider and/or incorporate feedback provided by the Province to finalize the core component report.
  - A draft project report submitted no later than the date specified in section 4.0 including at a minimum and considering and/or incorporating feedback provided by the Province.
    - a. analysis of the cost drivers for the core components of the funding model;
    - b. a summary of the jurisdictional scan on funding models used in other international locations with universal child care systems.
    - c. One or more funding model(s) to support the delivery of a flat fee to families developed with consideration to all elements included in section 5.0 (4) a-h
    - d. A current and future state comparative analysis of the proposed funding model(s) and the existing funding approach to Childcare BC delivery, including but not limited to, all elements included in section 5.0 (6) a-d.
    - e. A discussion on transitional considerations for both the government and the child care and education sectors.
    - f. A summary of the feedback and presentation provided to sector stakeholders as per section 5.0 (5)
    - g. Key findings, assumptions and recommendations
    - h. A discussion on limitations to the project's findings
  - Provide a presentation summarizing the engagement process, findings, key themes, and options and/or recommendations, to provincial executive as scheduled by the ministry project team.
  - Submit a final report no later than the date specified in section 4.0 considering and/or incorporating feedback provided by the Province.

## 7.0 PROVIDED MATERIALS

The Ministry will provide of materials outlining current knowledge and policy work related to the cost of operating a child care site in BC. Included materials are listed below. Additional materials may be provided upon contract finalization.

- Evaluation and Analysis of Childcare BC Universal Prototype Sites
- Administrative data from MCFD administered child care programs including:
  - Child Care Operating Funding Program (CCOF)
    - Annual survey results of CCOF/Universal Child Care PT sites providers
  - Child Care Fee Reduction Initiative (CCFRI)
  - Affordable Child Care Benefit (ACCB)

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- Early Childhood Educator Wage Enhancement (ECE WE)
- Canada- British Columbia Canada-wide Early Learning and Child Care Agreement
- Information on the current provincial funding model for K-12 education
  - Current Model [Overview of the 2021/22 Operating Grant Allocation Formula](#)
  - Current operating grant [Manual Operating Grants Manual 2021-22](#)
- Proposed K-12 Public Education model and background materials:
  - [Guiding Principles for the Review: Principles Funding Model](#)
  - Interjurisdictional PDFs attached (Phase 1)
  - A discussion paper used to lead introduce work on the Independent Review: [Independent Review Panel Funding Model What We Heard](#)
  - [‘Improving Equity and Accountability: Report of the Funding Model Review Panel’](#)
  - [Independent Review Panel - Final Report](#)
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## 8.0 EVALUATION

The Province will use the following evaluation criteria in identifying the successful proponent:

MANDATORY REQUIREMENT	
1. The Response must be in English and received by email on or before August 12, 2021 12:00 pm PST to <a href="mailto:Mathew.Klus@gov.bc.ca">Mathew.Klus@gov.bc.ca</a> with attention to Mathew Klus.	PASS/FAIL
2. For this opportunity, the selected proponent(s) <b>MUST</b> be available to travel to Victoria for meetings identified by the project team when requested, at their own expense.	
3. As part of the submission, Qualified Suppliers should state whether the Qualified Supplier or its proposed consultant or sub-contractor are in a real or potential conflict of interest in delivery of these services. <u>The Province will not enter into a Contract with a Qualified Supplier if, in the sole opinion of the Province, an actual or perceived conflict of interest exists with the Qualified Supplier or proposed consultant or sub-contractor.</u>	
DESIRABLE CRITERIA	Points Available
<b>Demonstrated Service Area Experience:</b> Each requirement (1-7) will be scored against the individual’s relevant experience provided in each submission. Proponents must clearly demonstrate how the proposed project team meet the desirable criteria. <ol style="list-style-type: none"> <li>A diverse scope of professional designations and expertise such as economist, CPA, or CFA as team members</li> </ol>	70%

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<ol style="list-style-type: none"> <li>2. Minimum 5+ years experience with financial and statistical analysis in a complex environment is required.</li> <li>3. Minimum 5+ years of completing jurisdictional scans within the social sector.</li> <li>4. Minimum of 5+ years of advanced financial modelling and forecasting experience.</li> <li>5. Minimum 5+ years experience with publicly funded social programming, with preference for experience in the child care and/or education sectors.</li> <li>6. Experience with preparing reporting including visual representations of data and financial analysis.</li> <li>7. Minimum of 5+ years experience facilitating discussions with a range of stakeholders with varied perspectives, preferably in the child care sector and/or ECL sectors (This requirement may be met through a sub-contract arrangement)</li> </ol> <p><b>Submission Requirements:</b> Submissions are to be a maximum of <b>ten</b> pages. <u>In the case that a submission is longer than ten pages</u>, only the first <b>ten</b> pages of the submission will be considered by the evaluation panel. Please note that this <b>ten</b>-page limitation does not include title pages, cover letters, or limited important appendices.</p> <p><b>Multiple Submissions:</b> If a Qualified Supplier would like to propose more than one individual for any given opportunity, each proposed individual must have their own separate submission.</p>	
<p><b>Price (Time and Materials):</b> Any fee rates quoted are to be:</p> <ol style="list-style-type: none"> <li>a) In Canadian dollars;</li> <li>b) Inclusive of duty, where applicable;</li> <li>c) Exclusive of all applicable taxes;</li> <li>d) Will not include any costs for management and overhead; and</li> <li>e) Qualified Suppliers are responsible for travel, accommodation and meal expenses for travel to <b>Victoria, BC</b>. All other travel requires prior expense authority approval by the Province of BC before expenses are incurred.</li> </ol> <p><b>Team of Consultants</b></p> <p>Qualified Suppliers are required to provide a <b>Team Hourly Rate</b> and include the <u>hourly rate and anticipated time commitment</u> for each member of its proposed team. The combined anticipated time commitment for all team members <b>must total 100%</b>.</p> <p>The proposed <b>Team Hourly Rate</b> should be calculated by multiplying each proposed team member's hourly rate by their expected time commitment (<b>to a combined total of 100%</b>), and combining these outputs across all team members as illustrated below:</p>	<p><b>30%</b></p>

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Team Members	Anticipated Time Commitment (A)	Hourly Rate (B)	Pro-Rated Hourly Rate (A x B) = (C)
"Consultant A"	70%	\$75	\$52.50
"Consultant B"	20%	\$100	\$20
"Consultant C"	10%	\$150	\$15
<b>Total Time Commitment</b>	<b>100%</b>	<b>Combined Team Hourly Rate</b>	<b>\$87.50</b>

Team Hourly Rates will be scored proportionally, based on the lowest proposed Team Hourly Rate included in any submissions to this RFP Invitation. The proponent who has the lowest proposed Team Hourly Rate will receive full marks (**30%**) towards their total score. Using the lowest proposed Team Hourly Rate as a baseline, the proposed Team Hourly Rate for every other proponent is scored proportionally less, based on how much higher their proposed Team Hourly Rate is from the baseline.

**Note:** If a proponent's response doesn't explicitly provide an overall **Team Hourly Rate**, the proponent will receive **0 marks** for "Price (Time and Materials)".

#### Availability:

The anticipated project term will be from August 23, 2021 to May 31, 2022, with an anticipated time commitment requirement of **75%**.

This is an estimate only and is not a guarantee of billable hours against the contract.

There may also be an option to extend the contract by up to 6 months.

Consultants should describe their availability throughout the term of the engagement, including any known periods of unavailability. Proponents should provide a description of the strategies they will use to manage around this as well as any other constraints that could limit their availability to the client.

Pass/Fail

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#### 9.0 INSURANCE REQUIREMENTS

Any Contract resulting from this Request for Proposals will require that the Selected Proponent, without limiting its obligations or liabilities and at its own expense, provide and maintain throughout the Contract term, the appropriate insurances with insurers licensed in British Columbia in forms acceptable to the Province. All required insurance will be endorsed to provide the Province with 30 days' advance written notice of cancellation or material change. The Contractor will provide the Province with evidence of the required insurance, in the form of a completed Province of British Columbia Certificate of Insurance, immediately following execution and delivery of the Contract.

#### 10.0 MODIFICATION OF THIS REQUEST FOR PROPOSALS

The Province reserves the right to modify the terms of this Request for Proposals at any time in its sole discretion. This includes the right to cancel this Request for Proposals at any time prior to entering into a contract with the selected Qualified Supplier.

#### 11.0 ACCEPTANCE OF PROPOSALS

This Request for Proposals should not be construed as an agreement to purchase goods or services.

- a) The Province is not bound to enter into a Contract with the proponent who submits the lowest priced proposal or with any proponent. Proposals will be assessed in light of the evaluation criteria. The Province will be under no obligation to receive further information, whether written or oral, from any proponent.
- b) Neither acceptance of a proposal nor execution of a Contract will constitute approval of any activity or development contemplated in any proposal that requires any approval, permit or license pursuant to any federal, provincial, regional district or municipal statute, regulation or by-law.

#### 12.0 DEFINITION OF CONTRACT

Notice in writing to a proponent that it has been identified as the successful Proponent and the subsequent full execution of a written Contract will constitute a Contract for the goods or services, and no proponent will acquire any legal or equitable rights or privileges relative to the goods or services until the occurrence of both such events.

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#### 13.0 LIABILITY FOR ERRORS

While the Province has used considerable efforts to ensure information in this Request for Proposals is accurate, the information contained in this Request for Proposals is supplied solely as a guideline for proponents. The information is not guaranteed or warranted to be accurate by the Province, nor is it necessarily comprehensive or exhaustive. Nothing in this Request for Proposals is intended to relieve proponents from forming their own opinions and conclusions with respect to the matters addressed in this Request for Proposals.

#### 14.0 NO LOBBYING

Proponents must not attempt to communicate directly or indirectly with any employee, contractor or representative of the Province, including the evaluation committee and any elected officials of the Province, or with members of the public or the media, about the project described in this Request for Proposals or otherwise in respect of the Request for Proposals, other than as expressly directed or permitted by the Province.