

INVITATION FOR EXPRESSIONS OF INTEREST

**IFEI - OPERATOR FOR SCHOOL-AGED CHILD CARE
TO BE LOCATED AT:
Donald E. McKay Elementary,
7360 Lombard Rd, Richmond, BC**

Submissions should be emailed to planning@sd38.bc.ca by 3:00pm, local time on Thursday, April 02, 2026 (the "Closing Time").

All queries related to this Invitation for Expressions of Interest should be submitted in writing to the District's Planning Department planning@sd38.bc.ca by 5:00pm, local time on Thursday, March 19, 2026.

Operator

Richmond School District is seeking an Operator for before and after school care within shared space at the McKay elementary school, 7360 Lombard Rd., Richmond BC (the “Premises”) and is inviting expressions of interest (“the Submission”) from child care providers (the “Respondent”).

Introduction

The Richmond School District (the “District”) is seeking an operator (the “Operator”) for the before and after school care at McKay Elementary School at 7360 Lombard Rd.

Background

The McKay elementary school is an existing school which SD38. The before and after school care program includes school-aged childcare space within the multi-purpose room of the existing school.

The shared school multi-purpose room will accommodate the School Age Care on School Grounds childcare operations with a minimum of 20 childcare spaces as per licensing:

- a) Maximum of 20-30 Before and After School Childcare Spaces (School Age).

Any additional space in the school building to accommodate the school age childcare operation will require a separate lease arrangement with the school district as well as Vancouver Coastal Health Community Care Facilities Licensing for school age care on school grounds.

The School Age Care within the McKay elementary school will be accommodated within a Multipurpose room with sink, dishwasher, refrigerator, range, cupboard storage, and storage area. Outdoor play areas include existing school yard with sports field. Drawings of the childcare shared space in the school and site plan are contained in Attachment 1.

Overview of Project

The operator is required to accommodate a total of 20-30 licensed childcare spaces on school grounds with one childcare operation accommodating before and after school childcare spaces (school age).

The District is seeking an Operator who will become the primary lessee and operator of the School Age Care program that will be based on school grounds, in order to accommodate a total 20-30 licensed spaces. The Operator will apply for and obtain Provincial childcare licences for the intended childcare programs and will enter a nominal lease arrangement with the District.

The rental charges in the 2026-27 school year will be \$11.00 per hour of operation of licensed school-age care and additional charge for custodial costs of \$35.50 per hour for periods before 8:00am or if operated on non-school days or pro-D days. These room rates are subject to annual review by Richmond School District and are intended to cover the cost of maintenance operations and utilities for the spaces.

The Operator is encouraged to apply and enroll in the Child Care Operating Funding (CCOF) Program, in the Child Care Fee Reduction Initiative (CCFRI) for all eligible care categories, and in the Early Childhood Educator Wage Enhancement (ECE-WE) Program in support of families in Richmond.

Preferred Experience and Scope of Required Services

All submissions received in response to this Invitation for Expressions of Interest (“IFEOI”) will be considered; however, priority will be given to organizations that have experience delivering a range of child and family development services in Richmond and can demonstrate that they have strong working relationships with other community serving organizations in Richmond. Furthermore, when evaluating expressions of interest, the District will look for a childcare operator that prioritizes registration for children who have special needs, First Nations heritage or are determined to have other vulnerabilities. For example, priority will be given to organizations that have experience or currently provide inclusive care for children who require extra supports as these have been determined to be the most needed types of care city-wide as identified in the *2024-2034 Richmond Child Care Strategy*¹.

The Selected Respondent will be expected to:

- 1) apply for and obtain Community Care Facilities licenses to deliver 20-30 school age childcare spaces. The childcare operation will be licensed to accommodate a group size selected within the following range of group size combinations:
- 2) manage the administration and the delivery of high quality, affordable and accessible childcare services, either as the sole service provider or in coordination with other subcontractors, as approved in writing by the District.
- 3) directly deliver all the childcare services and manage and be fully responsible for all sub-contractual relationships.

¹ Available online at: https://www.richmond.ca/_shared/assets/rmdchildcarestrategy75235.pdf

- 4) be responsible for any additional rent, financial aspects and operating costs for the Childcare spaces and ensure the operating expenses are met.
- 5) fulfill all tenant requirements and terms stipulated in the lease with the District.
- 6) be responsible for the repair and maintenance responsibilities outlined in Attachment 3;
- 7) encouraged to apply for sources of funding, that may require District review and approval (e.g. the Childcare BC Maintenance Fund for Repair, Replacement and Relocation of Licensed Childcare Spaces [CBCMF]);
- 8) provide all equipment, furnishings and supplies to deliver the licensed childcare programs, and ensure compliance with the BC Child Care Regulation as administered by Vancouver Coastal Health; and
- 9) request annual renewal of the lease for the childcare space, providing an annual submission of the operator's evaluation of services with any input received from the families who use the childcare space and from the Principal of McKay Elementary School.

Operator Expectations

The successful Respondent will be responsible for, but not limited to, the following:

- a) Costs including but not limited to staffing costs, maintenance, repair and replacement of items (as outlined in Attachments 2 and 3), insurance and WorkSafe BC coverage.
- b) Program-specific furnishings, fixtures and equipment (e.g. loose furnishings, office equipment, childcare program furnishing, equipment and supplies) necessary for the delivery of licensed childcare.
- c) Comprehensive general liability insurance (not less than \$2,000,000) naming the District as additional insured, tenant's content and improvement insurance, business interruption insurance providing coverage for a minimum of 12 months loss of insurable gross earnings or profits, and any other insurance the Operator deems necessary or advisable for its own protection and/or to fulfil its obligations under this Agreement. If, with the District's prior written permission, the Operator subcontracts any services to a third party, that third party must also obtain and maintain the insurance identified in this clause.
- d) Preparation and provisioning of emergency supplies for the childcare in the event of an emergency. Emergency supplies may be stored in consultation with school principal.
- e) Repair of any serious damage to the building caused by the actions of the Operator or occupant and which is determined by the District to be beyond an acceptable level of wear and tear. Copies of the anticipated lease terms and maintenance schedule and service level agreement are attached (Attachment 2 and 3).

The District will be responsible for:

- a) Building insurance (fire & extended perils); and
- b) Maintenance, repair and replacement of building and structures for the childcare facility, pursuant to Attachment 3 - Service Level Agreement - Maintenance, Repair and Replacement Responsibilities.

Evaluation Criteria

Submissions will be evaluated using the following criteria:

1. Community Context

- a) Fit between the organization's mandate, experience, vision, and the unique context of this neighbourhood; and
- b) Demonstrated ability and capacity of the Operator to manage the administrative responsibilities, maintain the facility, manage any subcontractors, be the District's primary contact, ensure the delivery of Group Child Care (School Age).

2. Operating Vision

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

3. Experience (provide the same information for any proposed subcontractors)

- a) Provision of services for children and families in a welcoming and inclusive setting; experience with provision of services for children who have special needs, are of First Nations heritage or are determined to have other vulnerabilities is valued.
- b) Provision of quality, affordable, accessible childcare.
- c) Facility management experience for licensed childcare facilities.
- d) Operational start-up experience.
- e) Financial capacity to purchase furnishing, equipment and supplies for the facility to deliver all the requested services and meet Provincial childcare licensing requirements; and
- f) Sound financial management.

4. Capacity

- a) Sufficient staff capacity to plan and oversee the development and administration of a childcare operation and, if the organization is undertaking significant, competing projects, strategies to assess, mitigate and manage risk related to organizational capacity.
- b) Ability to source community partnerships and work collaboratively.
- c) Ability to support access to licensed spaces for children requiring extra support.
- d) Recruitment and retention strategies; and
- e) Financial sustainability, including capital funds.

5. Prioritization and Facilitation of Families

- a) Prioritization of childcare spots for applicants/families who currently have before/after school childcare at McKay elementary with the outgoing provider;

Timeline

To assist Respondents, the following table lists the key events with respect to this process. Such dates are not guaranteed and may change based upon circumstances*:

IFEOI Issued	Friday March 6, 2026
Submit Enquiries by	5:00 pm local time, Thursday, March 19, 2026
Submit Submissions of Expression of Interest (IFEOI) documents by	3:00 pm local time, Thursday April 2, 2026
Evaluation Completed and Selected Respondent Identified	Friday, April 24, 2026
Confirmation of Decision - Notice	Friday, May 1, 2026

**Subject to change*

Assumptions & Limiting Conditions

The District reserves the right to modify certain terms and conditions of this IFEOI at a later date with the Selected Respondent. The selected respondent will be required to enter into a rental agreement and maintain compliance with all conditions for the use of the facility with the school district for the childcare operations.

Submission Details

To complete a non-binding Submission, the following are required:

1. Letter of Intent outlining experience and capacity to address the expectations and requirements as described (specific required details are contained in Attachment 4).
2. The following attachments to the Letter of Intent:
 - a) Registered Society Incorporation number and confirmation that you are proposing a “not for profit” childcare operation if applicable.
 - b) Current Constitution and Bylaws if applicable.
 - c) A list of the Board of Directors, Officers and Executive Directors.
 - d) Most recent Annual Report.
 - e) Audited Financial Statements, including a Balance Sheet and the signed external auditors’ report, if available.
 - f) Current fiscal year operating budget.
 - g) Proposed operating budget for the childcare services for the first 3 fiscal years.
 - h) A history of litigation, outstanding childcare licensing violations or current or unresolved investigations in process, or claims made against the Respondent during the three (3) years immediately prior to submission date of IFEOI documents prior to Friday, Thursday April 2, 2026.
 - i) A copy of an insurance certificate(s) of existing commercial general liability insurance (see Prerequisite for Application, item #3); and

3. A list of three references who may be contacted. These may include parents, staff or another organization in the community that can speak on your organization's qualifications.

Submissions will be reviewed to determine if they meet the District's requirements in accordance to the Prerequisites for Application and Evaluation Criteria. Respondents may be shortlisted and then be asked to proceed to an additional round of the application process.

Submissions should be submitted to the District in the following format:

1. One electronic copy submitted *via email* with the subject heading "**IFEOI – McKay Child Care**" and directed to the District's Planning Department at planning@sd38.bc.ca.
2. Respondents are advised that:
 - a) File attachments sent by email should not exceed 10 MB, maximum.
 - b) All emailed Responses should be consolidated into one email submission; the District may not accept an electronic Submission sent by more than one email.

Attachments:

Attachment 1: Building and Site Plans

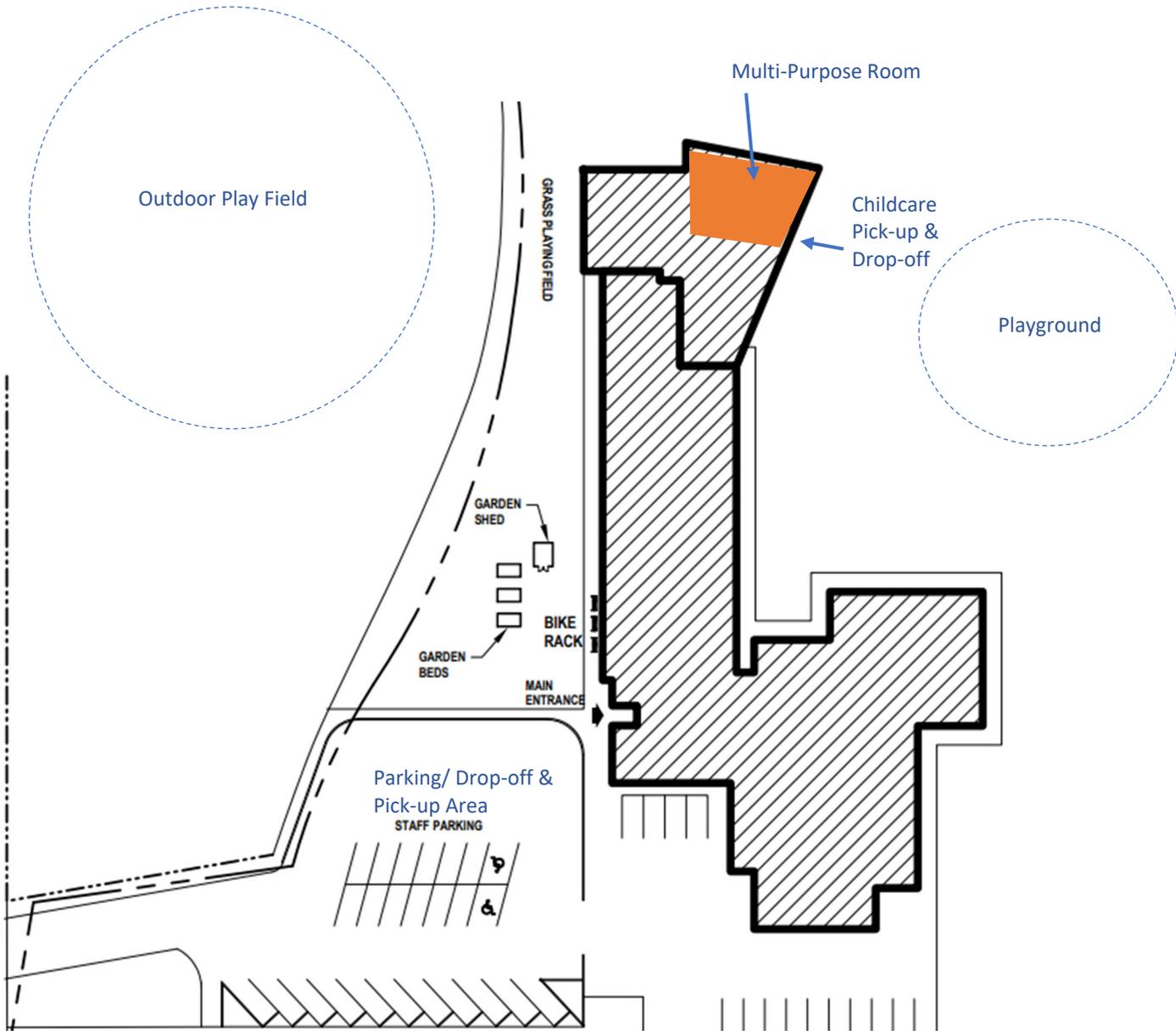
Attachment 2: Anticipated Lease Terms

Attachment 3: Service Level Agreement – Maintenance, Repair and Replacement Responsibilities

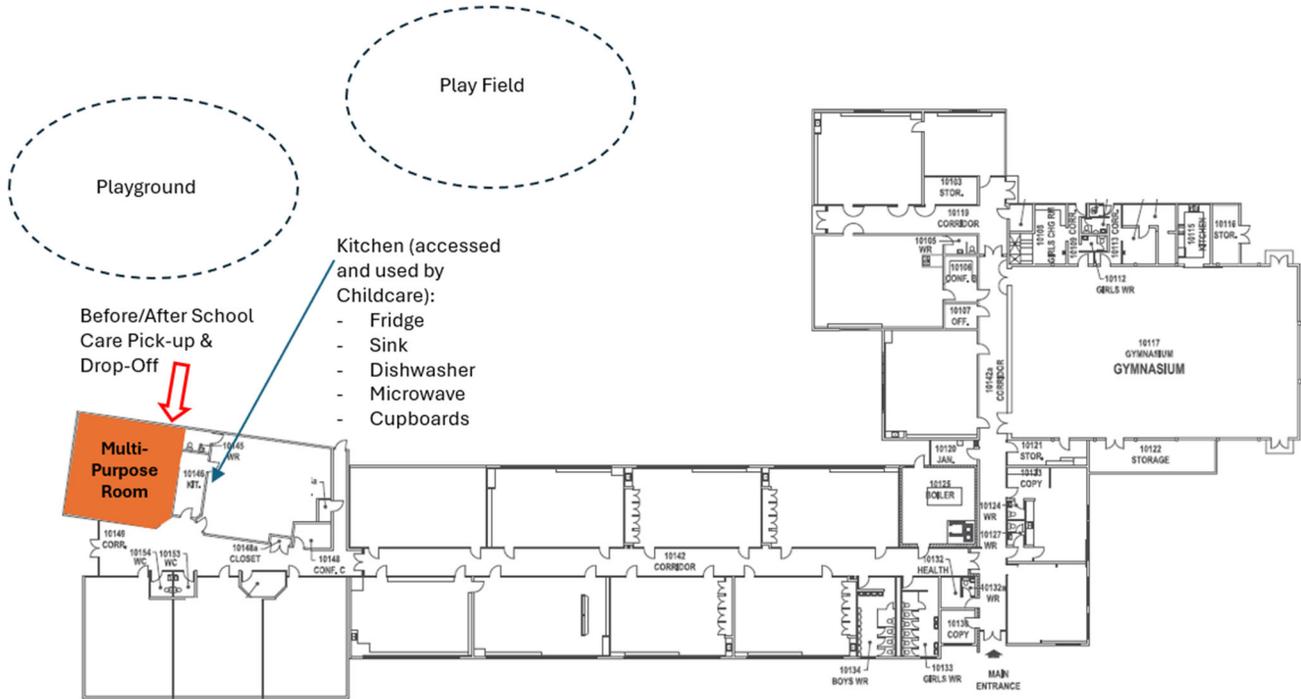
Attachment 4: Submission Checklist

Attachment 1: Building and Site Plans

Site Plan



Building Plan



Attachment 2 – Anticipated Lease Terms

Area	Approximate multi-purpose room/ facility building area: Indoor Area – Approximately 98m ² (+/- 1,055 ft ²) <i>* Detailed site map to be provided outlining boundaries of District (Landlord) and Operator (Tenant) responsibilities</i>
Commitment to Child Care	The School District has made a commitment to use this space for childcare operations for a minimum of fifteen (15) years.
Commencement Date	September 2026, or earlier date that is mutually agreed upon.
Basic Rent (net)	Current Rate \$11.00 per hour of operation*.
Custodial Costs	Current custodial cost rate of \$35.50 per hour as additional rent for periods before 8:00 am or if operated on non-school days or Pro-D days*.
Option to Renew	Annual Renewal of Lease by the District (Landlord)
Permitted Uses	A childcare facility providing licensed childcare programs. All use and schedules of operation are subject to prior approval by the District through the School Principal. <ul style="list-style-type: none"> • should operator request use of gymnasium a separate rental agreement will apply.
Operator (Tenant) Responsibilities	The Operator (Tenant) will be responsible for costs including but not limited to: <ul style="list-style-type: none"> • staffing costs. • maintenance, repair and replacement of items as outlined in Attachment 3. • any additional rent costs as it related to the premises, including common and shared areas covered by the Operator; and • insurance as outlined, including WorkSafe BC coverage and any other insurance the Operator deems necessary or advisable for its own protection and/or to fulfil its obligations under a lease agreement. • If, with the District’s prior written permission, the Operator subcontracts any services to a third party, that third party must also obtain and maintain the insurance identified in this clause.
District (Landlord) Responsibilities	The District will be responsible for maintenance, repair and replacement of items as outlined in Appendix 3 and Building Insurance. Items that would normally be tenant responsibilities will be cost recovered by the District.

Parking	Individuals participating in childcare services may park in available spaces in the school parking lot.
Continuous Operation	The Operator (Tenant) must at a minimum, continuously use the premises for the Permitted Uses during the hours of 8:00am and 6:00pm on weekdays except civic holidays.
District Improvements	District to provide a fitted childcare space with millwork, appliances, outdoor play areas
Operator (Tenant) Improvements	Any additional improvements by the Operator to the premises shall require approval by the District's Facilities Services Branch. The District must be provided with a description of the improvements and "as built" drawings, specifications, warranties etc.
District (Landlord) Termination	District has the right to terminate if material breaches of the lease are not corrected within 30 days of notice of occurrence of the breach.
Operator (Tenant) Conditions	Operator's Board approval of final lease.
District (Landlord) Conditions	Confirming the state and condition of the Premise prior to handover to the Operator (Tenant). Richmond Board of Education approval of the final Terms and Lease. Annual inspections to be performed by the District to review the condition of the Premises.

**Subject to change*

Attachment 3 - Service Level Agreement - Maintenance, Repair and Replacement Responsibilities

For the purposes of this chart of maintenance responsibilities:

Landlord = the District (Richmond School District)
 Tenant = the Operator

ITEM	ACTIVITY	RESPONSIBILITY		WHO PAYS
		Tenant	Landlord*	
1. Exterior Building				
I.	Exterior surfaces			
	a) Cleaning, maintenance, repairs and painting of exterior surfaces including windows, trim, fascia and soffits, gutters		ü	Landlord
	b) Cleaning, maintenance and repair of roof		ü	Landlord
II.	Exterior windows of the Premises and outdoor play canopy			
	a) Breakage, routine repairs and replacement of exterior windows		ü	Landlord
	b) Cleaning of exterior surfaces of exterior windows		ü	Landlord
	c) Life cycle replacement of the exterior windows		ü	Landlord
III.	Exterior doors of the Premises			
	a) Maintenance, repair and life cycle replacement of exterior doors		ü	Landlord
	b) Installation, maintenance, repair and life cycle replacement of exterior door locks and keys		ü	Landlord
IV.	Exterior child care signage			
	a) Design (pre-approval by Landlord) and supply	ü		Tenant
	b) Installation, maintenance, repair and replacement where appropriate		ü	Landlord
V.	Outdoor Play Area			
	a) Inspection, maintenance, repair or replacement of playground equipment, canopy cover and surface materials for outdoor play area		ü	Landlord
	b) Maintenance, repair and replacement of interior gates and fences		ü	Landlord
	c) Maintenance and repair of perimeter fencing to playground and school		ü	Landlord
	d) Life cycle replacement of perimeter fencing		ü	Landlord
	e) Maintenance of playground drains and sediment traps		ü	Landlord
	f) Maintenance and repair of exterior hose bibs, pipes and irrigation		ü	Landlord

ITEM	ACTIVITY	RESPONSIBILITY		WHO PAYS
		Tenant	Landlord*	
2. Interior Building				
I.	Interior doors within the Premises			
	a) Maintenance and repair of interior doors		ü	Landlord
	b) Life cycle replacement of interior doors		ü	Landlord
	c) Installation of interior door locks and keys, maintenance and repair or replacement of any locks and keys		ü	Landlord
II.	Interior surfaces within the Premises			
	a) Life cycle replacement of ceiling tiles		ü	Landlord
	b) Repairs to interior walls and ceilings, including minor painting.		ü	Landlord
	c) Interior life cycle repainting		ü	Landlord
	d) Maintenance and cleaning of window blinds		ü	Landlord
	e) Life cycle replacement of window blinds		ü	Landlord
	f) Interior repairs due to building system failures such as roof leaks, exterior walls and foundation leaks		ü	Landlord
	g) Maintenance and repairs of any floor coverings that are provided by the tenant and that are not owned by the Landlord	ü		Tenant
	h) Life cycle replacement of flooring coverings, including carpet and resilient flooring		ü	Landlord
	i) Maintenance of and life cycle replacement of millwork and countertops		ü	Landlord
III.	Interior windows within the Premises			
	a) Breakage and replacement of interior windows, caused by the Tenant, the Tenant's personnel or their invitees		ü	Tenant
	b) Routine repairs and cleaning of interior windows		ü	Landlord
	c) Life cycle replacement due to normal wear and tear		ü	Landlord
IV.	Lighting systems exclusive to or within the Premises			
	a) Annual inspection and maintenance of interior emergency/exit lighting		ü	Landlord
	b) Life cycle replacement of fixtures and ballasts		ü	Landlord
	c) Lamp/bulb replacement for interior and exterior lighting		ü	Landlord
	d) Provision, maintenance, repair and replacement of portable lighting fixtures	ü		Tenant

ITEM	ACTIVITY	RESPONSIBILITY		WHO PAYS
		Tenant	Landlord*	
V.	Electrical distribution systems			
	a) Repairs and upgrades required by Code		ü	Landlord
	b) Inspection, maintenance and repair of wiring, breakers and electrical panels		ü	Landlord
	c) Life cycle replacement of wiring, breakers and panels		ü	Landlord
VI.	Telephone and internet			
	a) Data, telephone installation & monthly expenses	ü		Tenant
VII.	Security systems exclusive to or within the Premises			
	a) Installation		ü	Landlord
	b) Security system monitoring		ü	Landlord
	c) System inspection, maintenance and repair-Interior		ü	Landlord
	d) System inspection, maintenance and repair-Exterior		ü	Landlord
	e) Security system life cycle replacement		ü	Landlord
VIII.	Plumbing systems exclusive to or within the Premises			
	a) Preventive maintenance and routine repairs to hot water heating systems and domestic cold water systems		ü	Landlord
	b) Cleaning and maintenance of sediment traps and floor drains		ü	Landlord
	c) Major repairs and replacement of hot water heating systems and domestic cold water systems		ü	Landlord
	d) Life cycle replacement of sink, fixtures, toilets and piping**		ü	Landlord
	e) Repair, maintenance and life cycle replacement of interior sanitary line and drainage		ü	Landlord
	f) Repair, maintenance and life cycle replacement of exterior drainage, rain water leader and roof drains		ü	Landlord
IX.	Heating, ventilation and air condition (HVAC) exclusive to or within the Premises			
	a) Annual inspection		ü	Landlord
	b) Routine maintenance and repair and adjustment (including DDC system)		ü	Landlord
	c) Life cycle replacement of HVAC system		ü	Landlord

ITEM	ACTIVITY	RESPONSIBILITY		WHO PAYS
		Tenant	Landlord*	
X.	Fire protection and suppression exclusive to the Premises			
	a) Annual inspection, repairs and recharging of any required fire extinguishers, CO2 / smoke detectors within Premises		ü	Landlord
	b) Life cycle replacement of fire extinguishers and fire alarm system within Premises		ü	Landlord
XI.	Attic and Crawl Space, and Access Thereto			
	a) Maintenance and repairs		ü	Landlord
XII.	Appliances, computers, furnishings and equipment related to program delivery			
	a) Maintenance, repair and replacement of computers, furnishings and equipment related to program delivery	ü		Tenant
3. Renovations and upgrades within the Premises				
	a) Any upgrades, additions, enhancements or improvements beyond what was originally provided during construction including outdoor play area (subject to prior approval by Landlord and Landlord to receive a of all final handover documents, i.e. as-built drawings, O&M, specifications, etc.)	ü		Tenant
	b) Repair of any serious damage to the building caused by the actions of the Operator or occupant and which is determined by the District to be beyond an acceptable level of wear and tear.	ü		Tenant
4. Major structural systems				
	a) All repairs and replacements, including foundations, flooring sub-structure, building envelope, roof		ü	Landlord
5. Insurance				
	a) Comprehensive general liability insurance (not less than \$2,000,000 with Landlord listed as additional insured)	ü		Tenant
	b) Contents insurance	ü		Tenant
	c) Business interruption insurance	ü		Tenant
	d) Building (fire and extended perils)		ü	Landlord
6. Services				
I.	Janitorial services within the Premises (interior)			
	a) Routine janitorial/custodial services		ü	Landlord
	b) Pest control services (interior)		ü	Landlord
	c) Provision of all washroom supplies		ü	Landlord

ITEM	ACTIVITY	RESPONSIBILITY		WHO PAYS
		Tenant	Landlord*	
	d) Garbage and recycling removal services, cleaning and maintenance of garbage/recycle room		ü	Landlord
II.	Premises exterior site services			
	a) Landscaping repairs and maintenance outside playground or as defined by lease plan		ü	Landlord
	b) General cleaning of grounds, litter disposal from parking space, entranceway and child playground		ü	Landlord
	c) Snow and ice removal from exterior entranceway steps to daycare including the provision of de-icing materials as defined by lease plan		ü	Landlord
	d) Snow and ice removal from roof areas parking areas, walkways and canopies		ü	Landlord
	e) Maintenance and repair of surface parking lot (including repainting of lines and handicapped marking, lighting, signage)		ü	Landlord
	f) Cleaning of surface area parking lot		ü	Landlord
	g) Surface parking lot replacement		ü	Landlord
	h) Replacement of signage for child care parking spaces and wayfinding signage (if applicable)		ü	Landlord
	i) Snow removal and de-icing of surface parking lot as defined by lease plan		ü	Landlord
	j) Repairs of water and sewage system		ü	Landlord
	k) Graffiti removal (e.g. building exterior, parking lot)		ü	Landlord
	l) Exterior pest control		ü	Landlord
7. Business Operations				
	a) Office furniture including desks and chairs suitable for child care, floor mats	ü		Tenant
	b) Supplies, toys, first aid kit, PPE and equipment to deliver licensed child care	ü		Tenant
	c) Child care staffing costs	ü		Tenant

Life Cycle Replacement

Life cycle replacement is based on fair wear and tear and accepted standards for the anticipated lifetime of a product or material. The need of such replacement is at the Landlord’s sole discretion.

Damage

Notwithstanding the foregoing, it is a condition hereof that the Landlord’s obligation to maintain, repair, and replace parts of the Premises as indicated above is always subject to the availability of funds currently budgeted by the Landlord for such purposes at the Premises.

Attachment 4 - Submission Checklist

1. Title Page
2. Table of Contents
3. Letter of Intent
 - Letter:
 - Name and address of the organization
 - Confirm whether your proposal is a “not for profit” childcare operation
 - Contact name, title, phone/fax/e-mail
 - Business Experience in childcare
 - Society Capacity or Business Capacity in childcare
 - Outline of Services to be Provided
 - History, purpose, vision, goals and objectives
 - Current Child Care Programs Operations and Capacity
 - Proposed Child Care Programs
 - Proposed or potential after-hours community uses
 - Attachments Registered Society Incorporation number or indicate if you are a for-profit business operation if applicable
 - Any current Constitution and Bylaws
 - A list of the Board of Directors, Officers, Executive Directors or owners, including addresses and contact information
 - Most recent Annual Report
 - Audited Financial Statements, including a Balance Sheet and a signed external auditors’ report, if available
 - The current fiscal year operating budget for existing business or Society
 - Proposed operating budget for the facility
 - If applicable, a history of litigation, outstanding childcare licensing violations or current or unresolved investigations in process or claims made against the Respondent during the three (3) years immediately prior to the date Submissions should be received by
 - A copy of an insurance certificate(s) of existing commercial general liability insurance (e.g. for a childcare program currently operated by a business or Society)
4. References
 - A list of three references who may be contacted concerning the Respondent’s experience and ability to provide quality, affordable, accessible childcare services
5. Other
 - Any other information deemed relevant to demonstrate the qualifications and responsibilities required above