



**This Request for Proposal is  
being issued by the Township of South-West Oxford  
for:**

**Child Care Centre Independent Operator / Tenancy**

**RFP Issue Date: February 9<sup>th</sup>, 2026**

**RFP Reference #2026-02**

Proposals must be submitted via email before:

**12:00 noon (local time) Monday, March 23<sup>rd</sup>, 2026**

to Julie Middleton

[jmiddleton@swox.org](mailto:jmiddleton@swox.org)

## **Introduction**

The Township of South-West Oxford with a population of 7,644 is one of eight lower-tier municipalities within the County of Oxford. We are located in Southwestern Ontario at the south west side of Oxford County. We are a mainly rural based municipality with small urban populations within the villages of Mount Elgin, Sweaburg, Brownsville, Beachville, Salford, Verschoyle, Culloden and Foldens.

### **1. RFP Information**

#### **1.1 Background and Intent**

The Township of South-West Oxford (the “Township”) is planning a new Municipal Office, Library, and Child Care facility in Mount Elgin. As part of this project, the Township is seeking proposals from qualified, licensed child care operators to operate a child care centre within the new facility as an independent operator and tenant.

The successful proponent will be expected to:

- Operate a licensed child care centre serving children from infancy to school age (88 spaces);
- Work collaboratively with the Township during the detailed design phase of the new facility to ensure the child care space meets operational and licensing needs; and
- Enter into a lease agreement with the Township, subject to Council approval.

The earliest anticipated opening date for the child care centre is **January, 2028**, subject to construction timelines, licensing approvals, and Council authorization.

#### **1.2 Intent of the RFP**

This RFP is intended to identify a preferred proponent based on best overall value, experience, financial and operational stability, and alignment with the Township’s objectives for high-quality, accessible child care services in a rural community.

Issuance of this RFP does not constitute an agreement by the Township to award a contract or enter into a lease.

### **2. Key Project Milestones (Anticipated)**

- RFP Issued: February 9, 2026
- Deadline for Questions: March 11, 2026
- Proposal Closing: March 23, 2026
- Evaluation & Staff Recommendation: April/May, 2026
- Council Consideration (in principle): TBD
- Detailed Design Phase (with successful proponent involvement): June-Aug, 2026
- Target Facility Opening: January, 2028 (earliest)

All dates are subject to change at the Township's sole discretion.

### **3. Mandatory Conditions and Reservations**

#### **3.1 Council Approval**

Any recommendation arising from this RFP is subject to:

- Approval by Township Council;
- Approval of final building design;
- Approval of project financing; and
- Execution of a mutually acceptable lease agreement.

No contractual relationship shall exist until all required approvals are obtained and agreements executed.

#### **3.2 No Obligation to Award**

The Township reserves the right, in its sole and absolute discretion, to:

- Accept or reject any or all proposals;
- Cancel or re-issue this RFP at any time;
- Accept no proposal; and
- Waive minor irregularities or informalities where deemed in the Township's best interest.

Proponents shall not be entitled to any compensation for costs incurred in preparing or submitting a proposal.

### **4. Mandatory Requirements**

Proposals must include confirmation of the following:

1. Valid licensing (or eligibility for licensing) under the *Child Care and Early Years Act* (Ontario);
2. Ability and willingness to operate a licensed child care centre within the proposed facility;
3. Willingness to collaborate with the Township during the detailed design phase of the building;
4. Ability to meet anticipated operational timelines, including a target opening in 2028;
5. Willingness to enter into a lease agreement in a form acceptable to the Township;
6. Proof of WSIB clearance;
7. Confirmation of ability to meet insurance requirements; and
8. A completed and signed Proponent Acknowledgement Form.

Failure to meet a mandatory requirement may result in disqualification.

## 5. Rated Requirements

Proposals meeting mandatory requirements will be evaluated based on the following criteria:

- Organizational experience and governance;
- Financial stability;
- Business and operational plan;
- Proposed program model and service delivery;
- Demonstrated understanding of rural child care delivery;
- Proposed fee structure;
- Proposed rent or financial model;
- References and past performance.

The Township will select the proposal demonstrating the best overall value, not necessarily the lowest fees or highest rent.

## 6. Evaluation Process

Proposals will be evaluated by a staff review team. Shortlisted proponents may be invited to interviews for clarifications.

Any recommendation to Council shall be advisory only and does not guarantee award.

Proposals that meet all mandatory requirements will be evaluated based on **best overall value** to the Township. The evaluation will consider the proponent's experience, financial and operational stability, program quality, and ability to deliver licensed child care services that meet the needs of a rural community.

Evaluation will be based on a **total score of 100 points (100%)**, allocated as follows:

- Organizational Experience, Governance, and References – **20%**
- Financial Stability and Sustainability – **15%**
- Business and Operational Plan – **25%**
- Program Model and Quality of Service Delivery – **20%**
- Fee Structure and Affordability – **10%**
- Understanding of Rural Child Care Delivery and Community Fit – **10%**

Proposed rent (Section A7 of Appendix A) will be evaluated as part of the overall value assessment and will not necessarily be the highest weighted or determinative factor. The proposal receiving the highest score will not necessarily be the lowest-cost or highest-revenue proposal. The Township will select the proposal that demonstrates the **best overall value** and strongest alignment with municipal objectives.

All completed evaluations will be reviewed with and approved by the Township's CAO prior to the preparation of a report to Council outlining the evaluation results and recommended proponent.

## **7. Involvement in Detailed Design Phase**

The preferred proponent will be expected to:

- Participate in design meetings related to child care space layout, functionality, and regulatory compliance;
- Provide operational input to support efficient and compliant facility design; and
- Coordinate with Township consultants and staff as required.

Participation in the design phase does not guarantee final lease approval.

## **8. Confidentiality and Freedom of Information**

All documents submitted become property of the Township of South-West Oxford and are subject to disclosure under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). Proponents should identify any specific information considered confidential or proprietary. **The Township will make reasonable efforts to maintain confidentiality but cannot guarantee non-disclosure if required by law.**

## **9. Submission Instructions/Requirements**

All questions relating to this Request for Proposal, shall be directed in writing (submitted by email) to:

Julie Middleton, Chief Administrative Officer  
Township of South-West Oxford  
312915 Dereham Line  
Mount Elgin, Ontario N0J 1N0  
Email: [cao@swox.org](mailto:cao@swox.org)

**The deadline for all queries and questions is 12:00 p.m. (local time) Monday, March 11<sup>th</sup>, 2026.**

If required, any addenda issued will be issued to all proponents.

"Proposal" shall mean this Request for Proposal and all addenda completed and returned in accordance with the instructions detailed in this document. If a potential proponent discovers any inconsistency, discrepancy, ambiguity, error or omission in this RFP, they must notify the Township as soon as practical in writing. It is the responsibility of the proponent to seek clarification on matters that they consider unclear before submitting a proposal. The Township is not responsible for any misunderstandings related to this Request for Proposal on the part of the proponent.

No verbal interpretations shall be supplied to a proponent as to the meaning of any requirement or clause in the proposal; all requests and replies must be made in writing according to the instructions above. Addenda or written clarification will be issued to all proponents if the Township feels it is necessary based on a proponent's inquiry via the Township's website ([www.swox.org](http://www.swox.org)).

Proposals must be received by the Township no later than **12:00 p.m. on Monday, March 23<sup>rd</sup>, 2026**, at the time and location specified in the final RFP.

Each proponent shall submit **one (1) electronic copy (PDF)** clearly labelled:

**"RFP – Child Care Centre Independent Operator / Tenancy"**

Submissions shall include, at a minimum, the following:

1. **Completed Appendix A – Proponent Submission and Evaluation Responses**, including all required narratives, tables, and attachments as specified.
  - *Only information provided in Appendix A will be evaluated for the rated criteria set out in Section 5 of this RFP.*
2. **Completed and signed Proponent Acknowledgement Form** (Appendix B).
3. **Supporting documentation**, where applicable, including:
  - Proof of licensing (or eligibility for licensing) under the *Child Care and Early Years Act*;
  - WSIB clearance certificate;
  - Proof of required insurance coverage (or confirmation of insurability);
  - Annual financial statements, as referenced in Appendix A.
4. **Any additional information expressly requested in this RFP.**

Proponents may include supplementary materials for information purposes; however, **supplementary materials may not be evaluated** unless specifically referenced in Appendix A.

## **10. General Terms and Conditions**

- i. This RFP does not constitute a commitment by the Township to proceed with any proposal.
- ii. The Township reserves the right to cancel or amend this process at any time.
- iii. The Township is not liable for any costs incurred by proponents.
- iv. The Township reserves the right to verify information and contact references.
- v. The Township may disqualify a proponent for incomplete, false, or misleading information.

vi. The Township reserves the right to negotiate with any proponent.

vii. Submissions remain valid for 180 days from the closing date.

## **11. Township Purchasing Policy**

Please view the Township of South-West Oxford Purchasing Policy available on our website [www.swox.org/Administration/Bidsandtenders](http://www.swox.org/Administration/Bidsandtenders).

### **Supporting Documents:**

Please see SWOX Municipal Office, Library, Child Care concept drawings (include link to documents here)

## **Appendix A – Proponent Submission and Evaluation Responses**

Proponents must complete all sections of this Appendix using the format provided. Responses will be used for evaluation purposes and must correspond directly to the evaluation criteria outlined in Section 6 of this RFP. **Additional marketing materials/pages may be attached as noted in the sections below.**



**A1 – Organizational Experience, Governance, and References (20%)****A1.1 Organizational Overview**

Item	Response
Legal Name of Organization	
Year Established	
Not-for-Profit / Other	
Number of Child Care Centres Operated	
Total Licensed Spaces	
Municipalities Served	

**A1.2 Governance and Leadership (maximum 2 additional pages)****A1.3 Relevant Experience**

Facility Name	Municipality	Licensed Spaces	Years in Operation	Comparable to SWOX (Y/N)

## A1.4 References (maximum three)

Organization	Contact Name	Role	Phone	Email

**A2 – Financial Stability and Sustainability (15%)****A2.1 Financial Disclosure Checklist**

- ☐ Financial Statements (most recent year)
- ☐ Confirmation of no material adverse financial issues:

**A2.2 Financial Sustainability Narrative (maximum 1 additional page)**

Risk	Likelihood	Impact	Mitigation Strategy

**A3 – Business and Operational Plan (25%)**

**Please complete below and/or you may add maximum 3 additional pages to complete this section.**

Role	FTE / PT	Qualifications	Coverage Plan
<b>Milestone:</b>		<b>Target Date:</b>	
Participation in Detailed Design Phase			
Licensing Application Submission			
Staff Recruitment			
Operational Readiness			
Opening Date			

**A4 – Program Model and Quality of Service Delivery (20%)****A4.1 Program Philosophy (maximum 2 additional pages)**

Area	Approach	Monitoring Method
Program Quality		
Staff Development		
Parent Engagement		

**A5 – Fee Structure and Affordability (10%)**

Age Group	Full Day Fee	Part Day Fee	Before/After Care Fee
Infant			
Toddler			
Preschool			
School Age			

**A5.2 Affordability Measures (maximum 1 additional page)**

**A6 – Understanding of Rural Child Care Delivery and Community Fit (10%)****A6.1 Rural Service Delivery Narrative (maximum 2 additional pages)**

Area	Proposed Approach
Local Partnerships	
Family Engagement	
Alignment with Township Values	

## A7 – Proposed Rent to the Township

The purpose of this section is to understand the proponent's proposed financial contribution to the Township for the use of the child care facility. Proposed rent will be considered as part of the overall value assessment and does not guarantee acceptance. All proposed rent is subject to negotiation and Township Council approval.

### A7.1 Proposed Rent

Item	Proposed Amount
Proposed Annual Rent (\$)	
Proposed Monthly Rent (\$)	
Proposed Rent Structure (flat / indexed / other)	
Proposed Annual Increase (if any)	
Assumptions to be Included in Rent (utilities, maintenance, etc.)	

### A7.2 Rent Rationale (maximum 1 page)

### A7.3 Acknowledgement

☐ The Proponent acknowledges that the proposed rent is subject to negotiation and Township Council approval.



## **Appendix B – Proponent Acknowledgement Form**

Request for Proposal (RFP)

Child Care Centre Independent Operator / Tenancy

Township of South-West Oxford

### **PROPONENT ACKNOWLEDGEMENT AND DECLARATION**

The undersigned Proponent hereby acknowledges, represents, warrants, and agrees as follows:

1. The Proponent has read, understands, and agrees to comply with all terms, conditions, requirements, and specifications set out in this Request for Proposal (RFP), including all appendices and any addenda issued by the Township of South-West Oxford (the “Township”).
2. The Proponent confirms that all information provided in its submission, including Appendix A – Proponent Submission and Evaluation Responses, is true, accurate, and complete to the best of its knowledge.
3. The Proponent acknowledges that:
  - a. Submission of a proposal does not constitute acceptance by the Township;
  - b. Any recommendation arising from this RFP is subject to approval by Township Council;
  - c. Final approval of the building design, project financing, and execution of a lease agreement are required by Township Council.
4. The Proponent acknowledges that the Township may accept no proposal, reject any or all proposals, or cancel or re-issue this RFP, and that the Township shall not be responsible for any costs incurred by the Proponent in preparing or submitting a proposal.
5. The Proponent agrees that, should it be selected as the preferred proponent, it will work collaboratively with the Township during the detailed design phase of the proposed facility and enter into negotiations toward a lease agreement in a form acceptable to the Township, subject to Council approval.
6. The Proponent consents to the Township contacting any references provided and to the verification of any information submitted as part of the proposal.

7. The Proponent acknowledges that all submissions are subject to the Municipal Freedom of Information and Protection of Privacy Act and that information may be disclosed in accordance with applicable legislation.

**PROPONENT INFORMATION**

Legal Name of Proponent	
Business Address	
Contact Person	
Title	
Telephone	
Email	

**AUTHORIZED SIGNING AUTHORITY**

Name (print)	
Title	
Signature	
Date	