May 3, 2013

Dear [Redacted]: s.30(1)

Re: Your request for access to information under Part II of the Access to Information and Protection of Privacy Act CYFS/001/2013

On March 4, 2013, the Department of Child, Youth and Family Services received your request for access to the following records:

"...an [sic] briefing notes, information notes, etc compiled/updated on or after October 1, 2012 to present."

On April 5, 2013, under authority of section 68 of the Access to Information and Protection of Privacy Act (the Act), you were advised that due to the nature of your request and the subsequent volumes of records identified, there was a substantial fee estimate associated with your request. On April 8, 2013, I received an email from you indicating your wish to refine your request, as follows:

"...an [sic] briefing notes, information notes, etc dated on or after October 1, 2012 to present. Please exclude draft copies."

I am pleased to inform you that your request for access to these records has been granted in part. Annex “A” attached contains a list of records to which access is granted.

Information contained within the records and access to the remaining records has been severed in accordance with the following exceptions to disclosure, as specified in the Act:

Cabinet confidences: Section 18 (1) In this section
(a) “Cabinet record” means
(i) “advice, recommendations or policy considerations submitted or prepared for submission to the Cabinet.”
(iv) “a discussion paper, policy analysis, proposal, advice or briefing material, including all factual and background material prepared for the Cabinet.”
(ix) "that portion of a record which contains information about the contents of a record within a class of information referred to in subparagraphs (i) to (viii)"

**Cabinet confidences:** Section 18 (2) The head of a public body shall refuse to disclose to an applicant a cabinet record, including
(a) "an official Cabinet record;"
(c) "a supporting Cabinet record"

**Policy advice or recommendations:** Section 20 (1) The head of a public body may refuse to disclose to an applicant information that would reveal
(a) "advice, proposals, recommendations, analyses or policy options developed by or for a public body or minister."

**Disclosure harmful to business interests of a third party.** Section 27 (1) The head of a public body shall refuse to disclose to an applicant information that would reveal
(b) "commercial, financial, labour relations, scientific or technical information of a third party, that is supplied, implicitly or explicitly, in confidence and is treated consistently as confidential information by the third party; or"
(c) "commercial, financial, labour relations, scientific or technical information the disclosure of which could reasonably be expected to
(i) harm the competitive position of a third party or interfere with the negotiating position of the third party"

**Disclosure harmful to personal privacy:** Section 30 (1) "The head of a public body shall refuse to disclose personal information to an applicant where the disclosure would be an unreasonable invasion of a third party’s personal privacy”.

As required by subsection 7(2) of the *Access to Information and Protection of Privacy Act* (the Act), we have severed information that is excepted from disclosure and have provided you with as much information as possible. In accordance with your request for a copy of the records, the appropriate copies have been enclosed.

Section 43 of the *Act* provides that you may ask the Information and Privacy Commissioner to review this partial refusal of access or you may appeal the refusal to the Supreme Court Trial Division. A request to the Information and Privacy Commissioner shall be made in writing within 60 days of the date of this letter or within a longer period that may be allowed by the Commissioner.
The address and contact information of the Information and Privacy Commissioner is as follows:

Office of the Information and Privacy Commissioner  
34 Pippy Place  
P. O. Box 13004, Stn. A  
St. John’s, NL, A1B 3V8

Telephone: (709) 729-6309  
Facsimile: (709) 729-6500

In the event that you choose to appeal to the Trial Division, you must do so within 30 days of the date of this letter. Section 60 of the Act sets out the process to be followed when filing such an appeal.

Please be advised that responsive records will be published following a 72 hour period after the response is sent electronically to you or five days in the case where records are mailed to you. It is the goal to have the responsive records posted to the Office of Public Engagement’s website within one business day following the applicable period of time. Please note that requests for personal information will not be posted online.

If you have any further questions, please contact the undersigned at 709-729-0958.

Sincerely,

Lori Anne Companion  
Deputy Minister

cc. Nina Goudie, ATIPP Coordinator
Request: "An [sic] briefing notes, information notes etc compiled/updated on or after October 01, 2012 to present. Please exclude draft copies."

Request Reference No. CYFS/001/2013

<table>
<thead>
<tr>
<th>Doc #</th>
<th>No. of Pages</th>
<th>No. of Pages Provided</th>
<th>Date</th>
<th>Document Title</th>
<th>Exceptions</th>
<th>Page Reference</th>
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<tbody>
<tr>
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<td>10</td>
<td>10</td>
<td>22-Oct-12</td>
<td>Information Note - Request for Operational Funding for After School Zone Child Care</td>
<td>Section 20(1)(a), Section 27(1)(b), Section 27(1)(c)(i)</td>
<td>1-10</td>
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<td>23-Oct-12</td>
<td>Information Note</td>
<td>Section 18(1)(a)(i), Section 18(2)(a)</td>
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<td>5-Nov-12</td>
<td>Information Note - Release of Reports by Child and Youth Advocate (CYA)</td>
<td>Section 20(1)(a), Section 30(1)</td>
<td>29-30</td>
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<td>13-Nov-12</td>
<td>Information Note</td>
<td>Section 18(1)(a)(iv), Section 18(2)(c)</td>
<td>31-33</td>
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<tr>
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<td>27-Nov-12</td>
<td>Information Note - Potential Capacity Project for a small mixed age child care</td>
<td>Section 20(1)(a)</td>
<td>34</td>
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<td>27-Nov-12</td>
<td>Information Note - Potential Capacity Project in Bonavista</td>
<td>Section 20(1)(a), Section 30(1)</td>
<td>35-37</td>
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<td>27-Nov-12</td>
<td>Information Note - Potential Capacity Project: Arnold's Cove</td>
<td>Section 20(1)(a)</td>
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<td>13-Dec-12</td>
<td>Information Note</td>
<td>Section 18(1)(a)(i), Section 18(2)(c)</td>
<td>39-44</td>
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<td>Information Note</td>
<td>Section 18(1)(a)(i), Section 18(2)(c)</td>
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<td>19-Dec-12</td>
<td>Information Note - St. Peter's Afterschool Child Care Program, Benoit's Cove</td>
<td>Section 20(1)(a)</td>
<td>49-50</td>
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<td>19-Dec-12</td>
<td>Information Note - Bay Bulls Child Care Capacity Project</td>
<td>Section 20(1)(a)</td>
<td>51-53</td>
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<td>9-Jan-13</td>
<td>Information Note</td>
<td>Section 18(1)(a)(i), Section 18(2)(c)</td>
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<td>14-Jan-13</td>
<td>Information Note</td>
<td>Section 18(1)(a)(i), Section 18(2)(c)</td>
<td>56-57</td>
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<td>10</td>
<td>22-Jan-13</td>
<td>Decision Note - Operating Grants Program</td>
<td>Section 20(1)(a), Section 18(1)(a)(ix)</td>
<td>58-67</td>
</tr>
</tbody>
</table>

Total Pages: 67
Total provided: 32
Total redacted: 35
Information Note
Department of Child, Youth and Family Services

Title: Request for Operational Funding for After School Zone Child Care Centre.

Issue: Whether to approve funding of $21,594 for operational funding for the After School Zone Child Care Centre in Labrador City for September 2012 to March 2013.

Background:
- The After School Zone school age child care centre (54 spaces) is located in Labrador West and opened in September 2011. There are currently 40 children enrolled in this school age program with full enrollment expected by March 31, 2012.
- Developmental (start-up) funding of $94,669 was provided to the sponsoring agency Labrador West Child Care Committee in 2011. Additional funding of $9,071 was provided in July 2012 for required renovations to the space for the construction of a wall. The agency also sponsors Building Blocks child care centre in Wabush.
- It was anticipated that the centre would require approximately $20,000 in operational (ongoing) funding until it reached full enrollment. $16,000 ($4,000/month) in operational funding had been provided in 2011/12 for a four month period (March 1 to June 30, 2012) due to lower-than-expected enrollment.

Current Status:
- The operational funding being requested is $21,594 for 40 spaces for a seven month period until the end of the 2012/13 fiscal year (see budget attached).
- Generally, the request is within the eligible cost guidelines for the Capacity Initiative which is where the centre will be funded from at this time until the new operating grants are introduced.

Section 20 (1)(a)

This amount does not include the ELCC supplement. Section 20 (1)(a)

- This is a common issue across program areas in Labrador and a consistent policy approach to achieve equity for this area has been to use an escalator formula to increase funding. For example, the basic amount for foster parents is increased by 15% in most parts of Labrador and 30% in six remote communities.

Section 20(1)(a)

- According to officials within the Labrador Affairs Office (LAO), there are certain professions such as teachers and nurses who receive additional compensation to work in Labrador. Section 20 (1)(a)
CONTRIBUTION AGREEMENT

THIS AGREEMENT made at the City of St. John's, in the Province of Newfoundland and Labrador, this ___ day of ____ , 2012.

BETWEEN: HER MAJESTY IN RIGHT OF NEWFOUNDLAND AND LABRADOR, as represented by the Minister of Child, Youth and Family Services

(the "Department")

AND: LABRADOR WEST CHILD CARE INCORPORATED, a body Incorporated under the laws of the Province of Newfoundland and Labrador

(the "sponsoring agency")

WHEREAS:

• The sponsoring agency has submitted a request for funding to the Department for the operational funding for a non-profit licensed school age child care program called "After School Zone" located in Labrador City, in the Province of Newfoundland and Labrador, designed to meet the needs identified under the Child Care Capacity Initiative, with the intention to operate a quality service; and

• The Department agrees to provide funding to the sponsoring agency to assist with this initiative in accordance with the terms set out in this Agreement.

NOW THEREFORE IN CONSIDERATION of the mutual agreements, promises, conditions and arrangements contained herein, the Parties agree as follows:

1. Definitions

1.1 "Agreement" means this agreement and the attached Schedules "A", "B", "C" and "D".
(f) Comply with all applicable federal, provincial and municipal legislation, regulations, by-laws, ordinances and standards.

(g) Ensure that significant purchases (e.g. office furniture, equipment, etc.) are done in a fair and equitable manner by obtaining at least three quotes from suppliers, where possible.

(h) Coordinate with the Department on any media and/or public communications relating to the Project. The sponsoring agency shall not proceed with any media releases and/or public communications unless the Department has indicated its agreement with same.

(i) Acknowledge, where requested by the Department, in any published paper, reports, promotional activity or public presentations regarding this Agreement, in a manner satisfactory to the Department, the contribution received from the Department and shall also acknowledge that the content of the document is the responsibility of the sponsoring agency and not the Department.

(j) Within 30 days of the termination or expiry of the Agreement, submit to the Department: (1) a Final Financial Statement as outlined in Schedule “C”; and (2) a copy of all materials produced by the Project.

5. **Financial Framework**

5.1 Subject to all other provisions of this Agreement, the Department shall provide a financial contribution not to exceed the amount of $21,594.00, as set out in Schedule “B”, the Approved Budget, to the sponsoring agency.

5.2 The Department shall disburse the funds to the sponsoring agency according to the payment schedule outlined in “Schedule C.”

5.3 The Department reserves the right to audit or cause to have audited the accounts and records of the sponsoring agency related to the Project to ensure compliance with the terms and conditions of the Agreement. The scope, coverage and timing of such audit shall be determined by the Department and if conducted may be carried out by employees of the Department or by any person authorized on its behalf.
any payment for any consequential loss or damage or loss of profits arising from termination of this Agreement or in any way related thereto.

8.3 The sponsoring agency shall refund to the Department, within 30 days of the termination or expiry of this Agreement, any monies advanced to them and not expended prior to the termination or expiry of this Agreement.

8.4 Any amount that the sponsoring agency is under obligation to refund to the Department shall be a debt owing to the Department.

9. **Transfer of Assets**

9.1 In the event of either:

(a) termination of this Agreement; or
(b) after the expiry of this Agreement, the sponsoring agency ceases to operate the child care centre, as referenced in this Agreement,

the sponsoring agency shall, at the request of the Department, transfer to the Department, or other entity named by the Department, all assets relating to the set-up, administration and operation of the Project purchased with funding provided by the Department.

10. **Notices**

10.1 Any notice, request, direction or other communication required to be given or made under this Agreement shall be in writing and shall be deemed to be sufficiently given if sent by mail, facsimile, courier, or by delivery in person, to the other Party at the following addresses:

**For the Department:**

Department of Child, Youth and Family Services  
Child Care and Family Resource Programs  
33 Riverside Drive, 3rd Floor  
P.O. Box 2006  
Corner Brook, NL A2H 6J8  
Attn: Allison Rice Roberts  
Regional Manager (A)

Telephone: (709) 637-8012  
Fax:          (709) 637-8016  
E-mail:      allisonriceroberts@gov.nl.ca
be made thereunder without the written consent of the Department and any assignment or subcontract made without that consent is void and of no effect.

11.7 If any provision of this Agreement is held invalid, illegal, or unenforceable, the validity, legality or enforceability of the remaining provisions of this Agreement are not affected or impaired in any way.

11.8 Section 9 of this Agreement shall survive the termination or expiration of this Agreement.

IN WITNESS WHEREOF the Parties have caused this Agreement to be signed by their respective duly authorized representatives on the dates hereinafter set forth.

For the Department:

Oct 22/12

Date

Minister of Child, Youth and Family Services (or her authorized designate)

For the Sponsoring Agency:

Date

Labrador West Child Care Incorporated
SCHEDULE "A"

TERMS OF REFERENCE

Objective:

- The Labrador West Child Care Incorporated will receive up to $21,594.00 through the Capacity Initiative of the Department of Child, Youth and Family Services as operational funding for a 54 space school age child care centre located in Labrador City. In compliance with the standards required by the Child Care Services Act and Regulations, (1999) and accompanying standards and policies.

- The amount of the grant does not imply specific approval for the cost of any one budget item, e.g. salary scales. The amount is based on Child Care Capacity Initiative eligibility guidelines and includes a general Labrador escalator.
The attached Budget outlines the approved spending for the term of the Agreement.

<table>
<thead>
<tr>
<th>Budget Category</th>
<th>Revenue</th>
<th>Expense</th>
<th>Amount Requested</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parent Fees Kindergarten children</td>
<td>34,800</td>
<td></td>
<td></td>
<td>$30 per day x 8 children x 145 days</td>
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<tr>
<td>Parent Fees Grades 1 to age 12</td>
<td>72,960</td>
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<td>$15 per day x 32 children x 138 days</td>
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<td></td>
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<td></td>
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<td>$10 per day x 32 children x 7 days (holidays)</td>
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<tr>
<td>Sub-Total</td>
<td>$107,760</td>
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**Personnel**

| Sub-Total                               | $79,374 |

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<tr>
<th>Budget Category</th>
<th>Revenue</th>
<th>Expense</th>
<th>Amount Requested</th>
<th>Notes</th>
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<tr>
<td>Lease</td>
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<td>21,000</td>
<td>21,000</td>
<td>$3,000 per month x 7 months</td>
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<tr>
<td>Sub-Total</td>
<td>$21,000</td>
<td></td>
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</tr>
</tbody>
</table>

| Program Materials & Equipment           |         |         |                  |                                            |
| Resource Materials                      | 3,000   |         |                  | Current recommended provincial amount for capacity projects |
| Groceries                               | 8,700   |         |                  | $1.50 per child x 40 children x 145 days |
| Sub-Total                               | $11,700 |
SCHEDULE "C"

FINANCIAL REPORTING

The Department shall disburse the funds to the sponsoring agency in quarterly installments.

With the approval of this funding, the following is required of the sponsoring agency. It is required that:

- An updated operational budget for 2013/14 is submitted for the Operational Phase of the child care center by March 31, 2013, based on enrollment and required staffing.

- An annual audited statement be submitted to the Department of CYFS by June 30, 2013.
Schedule "D"

Protocols for Security of Government Information on Information Technology Assets of Contractors

The sponsoring agency should confirm with the Department whether the sponsoring agency will be required to use information technology resources, including computers, of the Government of Newfoundland and Labrador in the conduct of the work under the contract. The following requirements apply where the sponsoring agency will not be using such assets, but will instead have access to confidential information (including personal information) ("Confidential Information") received from the Government of Newfoundland and Labrador ("Government") and will be storing, manipulating or accessing that Confidential Information on the sponsoring agency's own information technology resources.

- All portable storage devices or media (e.g., flash drives, memory sticks, portable hard drives, writeable compact discs or digital video discs, etc.) may only be used to transport and / or store Confidential Information where either the Confidential Information or the device or media is encrypted.

- Unless specifically separately authorized by the sponsoring agency contract or otherwise, the sponsoring agency is not permitted to attach non-government computers or other information technology systems to any Government network.

- Consultants are expected to implement and maintain up to date versions of all ordinary business software for the reasonable protection of information on computers attached to the Internet which will have access to or store Confidential Information, including security firewall and anti-viral software.

- Consultants are not permitted to use any Peer to Peer file sharing program (e.g., Limewire, etc) or chat program (e.g., MSN, Skype) on any information technology asset which will contain Confidential Information, or which will be connected via a network to any computer which will contain Confidential Information.

- Email should not be used as a method to transmit Confidential Information across public networks such as the Internet unless the e-mail and/or its attachments are encrypted or zipped in a secure manner.

- Where a Consultant will be granted access to the Government computer network during the course of the work, in addition to the requirements noted above, the sponsoring agency shall not:
Information Note
Department of Child, Youth and Family Services (CYFS)

Title: Release of Reports by Child and Youth Advocate (CYA)

Issue: To provide an overview of complex and high profile cases reviewed by the Child and Youth Advocate under the authority of the Child and Youth Advocate Act to investigate matters relating to a child or youth.

Background and Current Status:

- Three investigations started by former advocates are being completed by the current incumbent.

  Case I: On August 3, 2009, the CYA commenced an investigation of the services provided by [Redacted] Regional Integrated Health Authority [Redacted] for two families after a fatal fire on [Redacted] claimed the lives of five people, including two children and injured a third child who were receiving child protection services spanning over a period of 13 years [Redacted]. One of the children who died had been removed from their mother that night and placed with the family in which the fire occurred. Two internal reviews were completed on this case and implementation of recommendations was monitored by [Redacted]. The current CYA has completed the investigation and report entitled: Out of Focus.

  Case II: In October 2005, the CYA advised the Deputy Minister of Health and Community Services that she intended to conduct a review into the circumstances surrounding the children whose mother had been provided with a myriad of services and interventions by Child Protection Services over a period of 13 years [Redacted] following the disclosure of serious long term physical and emotional abuse by the mother, she was arrested, charged and convicted of these crimes and her children were placed in care. Three internal reviews were completed on this case and implementation of the recommendations was monitored by [Redacted]. The current CYA has completed the investigation and report entitled: Turning a Blind Eye.

  Case III: During 2006, the CYA undertook an investigation after learning of a court sentence imposed on a young child’s parents for failure to provide the necessities of life for their son. While all four of the children were subsequently apprehended, the youngest child was deemed to be in the most severe condition resulting in long term developmental problems. [Redacted] completed an internal review in 2006 and a further update in 2010 regarding implementation of recommendations. The current CYA has completed the investigation and report entitled: The Child Upstairs… “Joey’s Story”.

- The subjects of these reports all occurred before the formation of the department. Upon transition of this service to the new department, this responsibility for any outstanding recommendations in these internal reports transferred to CYFS.

Status

- Copies of the reports have been provided to CYFS. The recommendations of this report are consistent with the recommendations of the Clinical Services Review and other reviews completed on the service delivery of CYFS and consequently strategies are already underway to address the issues identified with the exception of the CYA’s recommendation that the Department immediately advise the CYA of critical incidents.
Overview of recommendations:

- The three reports make recommendations on three recurring themes:
  i) need for training and development
  ii) need for program policy and procedures
  iii) need for quality assurance processes and reviews
  iv) need for information management and technology

Prepared by: L. Companion, Deputy Minister
Reviewed/Approved by: pending
Date: November 5, 2012
Information Note
Department of Child, Youth and Family Services

Title: Potential Capacity Project for a small mixed age child care centre (12-15 spaces) in the New Harbour area.

Issue: Approval is required to advance this potential capacity project from the exploratory stage to developmental stage.

Background and current status:
- Currently, there are no licensed child care centres in the New Harbour area. There are three regulated family child care homes (Blaketown, Whitbourne and New Harbour). The nearest child care centre is in Bay Roberts which is 30 km from the area.
- There are 95 children aged birth to nine years in the town (2006 census), with 10 births in the area in 2010.
- There is a 63% employment rate in New Harbour, according to most recent data available.
- There is a potential need for 60 regulated child care spaces in the New Harbour area (63% of 95 children).
- The Trinity Conception Family Resource Centre has satellite locations in two local schools (Green’s Harbour and Winterton) and has expressed an interest in the past to support a child care service through the Capacity Initiative.
- The capacity consultant will investigate potential space in schools in the area (Whitbourne, Green’s Harbour, and Dildo) for the capacity site.

Recommendations:

Next Steps:
- If approved to move forward, the capacity consultant will work closely with the community to identify a sponsoring agency and to develop a proposal for developmental funding for a small mixed age child care centre in the New Harbour area.

Prepared/Reviewed by C. McLean/J. Higgins
Approved by: L. Companion
November 27, 2012

[Signature]
Information Note
Department of Child, Youth and Family Services

Title: Potential Capacity Project in Bonavista

Issue: Whether to approve funding of $13,598 through the Child Care Capacity Initiative for a developmental coordinator for the capacity project located in Bonavista.

Background:
- Bonavista and surrounding communities have been identified through the Capacity Initiative as an area that is underserviced in terms of child care since 2007.
- There is the potential for a medium-sized child care service (26-32 spaces). There are approximately 175 children aged 0-4 years and 165 children aged 5-9 years living in Bonavista. The employment rate in Bonavista is 59%.
- There are no regulated child care centres or family child care homes in Bonavista. The nearest regulated family child care home is located in Port Rexton (43 km from Bonavista) and the nearest child care centre is in Clarenville (114 km from Bonavista).
- Funding had been provided to the Vista Family Resource Centre (FRC) through the Capacity Initiative for developmental work from 2007/08 to 2009/10. This funding covered a community needs assessment conducted in February 2008, the part time salary for a developmental coordinator and associated office and travel costs. The amounts provided were $10,143 (2007/08), $14,508 (2008/09) and $12,904 (2009/10).
- Due to difficulties finding suitable space and the withdrawal of the Vista FRC as a sponsoring agency, this project was halted in April 2011.
- In May 2012, the Tip-A-Vista Wellness Foundation Inc. expressed an interest in becoming a sponsoring agency through the Capacity Initiative to sponsor the development of a medium sized child care centre (26-32 spaces) for children 2-5 years old.
- The board of directors of the Tip-A-Vista Wellness Foundation is composed of the following people:
  - Eliza Swyers, Community Representative (Co-chair)
  - 
  - 
  - 
  - 
  - 
  - 
- Service NL has been engaged to complete a preliminary assessment of the size and suitability of the outdoor play space, which will help to determine the maximum licensed capacity of the child care service.

Current Status:
- Approval was provided in July 11, 2012 for this project to move from exploratory to development stage.
- At the time approval was granted, it was noted that this sponsoring agency (a volunteer organization) would require a developmental coordinator who can work with the group to:
  - conduct an updated needs analysis;
- o determine the size and scope of the child care service based on the findings of the needs analysis;
- o develop a more comprehensive proposal for the development and start up of the child care service.

**Funding Request**

- The $13,598 is requested to cover:

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Personnel</td>
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<tr>
<td>Developmental Coordinator</td>
<td></td>
</tr>
<tr>
<td>Structural Assessment</td>
<td></td>
</tr>
<tr>
<td>Office Supplies and Advertising</td>
<td></td>
</tr>
<tr>
<td>Advertising for the coordinator’s position and supplies</td>
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</tr>
<tr>
<td>Equipment</td>
<td></td>
</tr>
<tr>
<td>Computer which will become property of child care centre</td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td></td>
</tr>
<tr>
<td>Coordinator will visit Bonavista and surrounding communities during needs analysis</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$ 13,598</strong></td>
</tr>
</tbody>
</table>

- This funding is required during the development stage to hire a developmental coordinator for 16 weeks who will be responsible for developing a proposal and being involved in the subsequent start up and development of a service, pending approval of the developmental funding proposal.

**Space Availability**

- Potential space has been identified in a provincial heritage building which was once an elementary school. Renovations would be required (electrical, plumbing, walls) to convert the building to a child care centre.

**Developmental/Start Up Costs**

- This initial request for funding from the Tip-A-Vista Wellness Foundation is to cover the costs of a developmental coordinator. It does not include the costs of developing the service, e.g., renovations, furniture, materials and supplies.
- The Tip-A-Vista Wellness Foundation is providing the space, desk, photocopying, internet and phone costs as an in-kind contribution ($800).
- The developmental coordinator will work with the sponsoring agency to develop a comprehensive proposal and developmental budget outlining the costs for the development of the child care service. Similar projects have cost between $150,000 and $300,000 depending on the amount of renovations required.

**Operational Funding**
- It has not yet been determined how much operational funding will be required for this child care service. More detailed information on this will come forward in the comprehensive proposal.

**Recommendations:**

Prepared/Reviewed by: C. McLean/J. Higgins
Approved by: L. Companion
Minister Approval: 
**November 27, 2012**

[Signature]

- 3 -
Title: Potential Capacity Project: Arnold’s Cove

Issue: Approval is required to advance this potential capacity project from the exploratory stage to developmental stage.

Background and Current Status:
- An exploratory profile was submitted by the capacity consultant in Central East, Nicole Clancy, on October 4, 2012, regarding a potential capacity project for a small mixed age child care centre or school age centre (12-15 spaces) in the Arnold’s Cove area.
- Currently, there are no licensed child care centres or regulated family child care homes in Arnold’s Cove. The nearest child care centre is in Clarenville which is 48 km. from the area. There are 95 children aged birth to nine years in the town (2006 census), with 10 births in the area in 2010. There is a 68% employment rate in Arnold’s Cove, according to most recent data available, meaning that there is a potential need for 65 regulated child care spaces in the area.
- The Neighbourhood of Friends FRC, chaired by Colin Holloway, has expressed an interest in supporting a child care service in this area through the Capacity Initiative. This group conducted a needs assessment in 2011, indicating a need for child care in this area. At the time, this group wanted to focus their attention on the Clarenville area for two reasons; one being that the need was greater in Clarenville due to the higher population and secondly, finding available space in Arnold’s Cove was a challenge.

- There have been developments in the Arnold’s Cove community that allow for the possibility of available space, either in a school or in a municipal facility.

Recommendations:

Next Steps:
- If approved to move forward, the capacity consultant will work closely with the community to identify a sponsoring agency and to develop a proposal for developmental funding for a small mixed age or school age child care centre in the Arnold’s Cove area.

Prepared/Reviewed by: C. McLean/J. Higgins
Approved by:
November 27, 2012
Information Note
Department of Child, Youth and Family Services

Title: St. Peter’s Afterschool Child Care Program, Benoit’s Cove

Issue: Whether to provide up to $1398/month in operational funding (based on 50% enrollment) when the centre opens, varied based on occupancy.

Background:
- In 2011, the Humber Community YMCA, sponsoring agency for this capacity project, received $20,432 in developmental funding through the Child Care Capacity Initiative to develop a 15 space afterschool program located in St. Peter’s Academy in Benoit’s Cove. St. Peter’s Academy is providing rent and utilities as an in-kind contribution.
- The program was not able to open in 2011/12 and until now due to a lack of available, qualified staff. It is particularly difficult to staff a school age program because the position can only offer part time hours.

Current Status:
- Six children are tentatively registered for the program and, pending the hiring of qualified staff, registration will continue throughout the school year.
- The centre has had difficulty finding staff; however, the Department continues to support its necessity and is requesting the authority to advise the sponsoring agency of approved funding so that they may proceed should they find qualified staff.
- A request for an operating grant was not included in the original approval in 2010 as it was anticipated at the time that the centre have full enrollment and be self-sustaining.

Funding Request

- The budget submitted by the YMCA meets the criteria for an operational budget for a capacity project of this nature during its first year of operation with the exception of the operator’s wages.

- In other capacity initiatives sponsored by the YMCA there is a project administration fee. This fee includes the professional development provided in-house by the YMCA team leader for Child and Family Services as well as the accounting services offered by the Y. Book keeping and professional development are both eligible under the program.
Similar fees have been approved for other capacity projects to cover the costs of bookkeeping and professional development. The amount of these fees vary depending on the capacity of the sponsoring agency to provide accounting and bookkeeping within the organization or if this work needs to be outsourced.

Ongoing Operational Funding
- This centre may continue to require ongoing operational funding depending on enrollment. Once the centre is opened and full enrolled, it will be self-sustaining.

<table>
<thead>
<tr>
<th>Enrollment Rate</th>
<th>Project Cost</th>
<th>Parent Revenue</th>
<th>Operating Grant</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% (15 children)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>75% (11 children)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>50% (7 children)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25% (4 children)</td>
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<td></td>
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</tbody>
</table>

Recommendations:

Prepared/Reviewed by: C. McLean/J. Higgins
Approved by: L. Companion
Ministerial Approval: December 19, 2012
Information Note
Department of Child, Youth and Family Services

Title: Bay Bulls Child Care Capacity Project

Issue: Whether to provide $140,983 through the Child Care Capacity Initiative for 2012/13 operational funding.

Background:
- Bay Bulls Child Care Centre is a 46 space centre, funded through the Capacity Initiative since 2011.
- The centre was provided with an operating grant of $157,000 for August 2011-March 2012 (9 months) or $17,444/month. This amount included rental costs of the FRC as well as the child care centre.
- The centre is located in the Bay Bulls Lifestyle Centre and is sponsored by the Kilbride to Ferryland Family Resource Coalition. [Section 20(1)(a)]
- Kilbride to Ferryland FRC budget is $425,743. This FRC runs programs through 7 different sites. The budget does not include the rental costs for the space which had been paid by the capacity funding for the child care centre. Once the rental costs are added, the total amount will be $471,127 ($425,743 + $45,384).
- The centre opened in August, 2011. At this time, three homerooms were opened. The fourth homeroom, the infant room, did not open due to a lack of available, qualified staff.
- In addition to the operating grant, this project has received a total of $324,919 through the capacity initiative for development and start up.

Current Status:
- Three homerooms at the Bay Bulls Child Care Centre are filled to capacity and have a wait list. The toddler room has 9 spaces, the preschool room has 16 spaces, the KinderCare and part time room has 7 KinderCare spaces and 8 part time spaces (a.m. and p.m.) for a total of 40 spaces.
- The fourth homeroom opened in November 2012. It is initially licensed for two year olds to accommodate the infants who have been on the wait list since last summer and who have since turned two, but will phase into a six space infant room by September 2013.

Funding Request
- The Kilbride to Ferryland Family Resource Coalition had originally submitted a funding request to the region for $186,367. This amount has been reduced to $140,983 after a review by provincial office. The reduced amount is the result of a downward amendment to the rental costs, removing the portion of the FRP rental costs ($45,384) from the total amount. The Kilbride to Ferryland FRP budget will be revised accordingly, adding the rental costs to their budget. This request represents an operating grant of $11,749/month.
• The regional child care staff worked closely with the sponsoring agency in the development of this operational budget and the region is satisfied that this amount is required for the operation of this centre.

• Payments totaling $86,954 were issued to this centre for the first two quarters of 2012-13, based on the approved budget of 2011-12, as interim funding while the 2012-13 budget was being approved.

• Provincial office has reviewed the budget and is satisfied that it meets the criteria for an operational budget for a capacity project with the following two variances:

<table>
<thead>
<tr>
<th>Personnel</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent</td>
<td></td>
</tr>
<tr>
<td>Materials, Supplies and Operational Expenses</td>
<td></td>
</tr>
<tr>
<td>Other (insurance, audit, bank fees, professional development)</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES</strong></td>
<td></td>
</tr>
<tr>
<td>Revenue from Parent Fees</td>
<td></td>
</tr>
<tr>
<td><strong>OPERATING GRANT REQUEST</strong></td>
<td><strong>$140,983.00</strong></td>
</tr>
</tbody>
</table>
Recommencements:

Prepared/Reviewed by: C. McLean/J. Higgins
Approved by: L. Companion
Ministerial Approval:
December 19, 2012

[Signature]
Decision Note  
Department of Child, Youth and Family Services

Title: Operating Grants Program

Issue: Whether to issue an open call for proposals to engage an external consultant to review the costing model and financial assumptions for the operating grant program.

Background:
- The Department directed the Department to introduce a voluntary operating grant program for all existing and new child care centres, both commercial and not-for-profit which will set parent child care rates, for participating centres, at the child care subsidy program rates. Setting child care rates at
- will limit revenues for child care centres and operating grants will compensate for lost revenue.
- Ernst & Young was engaged by the Department as part of the Core Mandate Analysis process to conduct a preliminary review of the costing model and assumptions. With a limited time frame of three consulting days, they reviewed the draft cost model, calculations and assumptions and verified local child care centre costs in consultation with commercial and not-for-profit operators.

Current Status:
- The Child Care Division will work with the external consultant to finalize the model over the next three months.

Section 20(1)(a)
This consultant will facilitate program development through problem solving and identifying options and solutions to any outstanding issues regarding development of the operating grant costing model.

The Department conducted a jurisdictional scan through ongoing consultations with other provincial governments. This will serve to inform the work of the successful consultant.

Consult key stakeholders including the Departments of Education, Finance, Advanced Education and Skills and Innovation, Business and Rural Development as part of the operating grant program development.

The anticipated departmental expenditures and associated fees with the required professional services will not exceed $40,000. In accordance with Section 2.3 (b) of the Guidelines Covering the Hiring of External Consultants, approval from Treasury Board is not required. Additionally, Cabinet approval is not required where fees and expenses are less than $100,000 as per Section 4.1.

**Section 20(1)(a)**

this work is ongoing and will be ready for launch when the model is finalized.

**Section 20(1)(a)**

**Recommendation:**

Prepared/Reviewed by:  R. Power/J. Higgins  
Approved by:  L. Companion  
January 22, 2013
REQUEST FOR PROPOSALS

Department of Child, Youth and Family Services

Development and Review of Operating Grant Program

January 22nd, 2013
Table of Contents

1.0 PURPOSE .................................................................................................................. 5
2.0 BACKGROUND ........................................................................................................ 5
3.0 TARGET AUDIENCE .............................................................................................. 5
5.0 DELIVERABLES ....................................................................................................... 5
6.0 BUDGET ..................................................................................................................... 6
7.0 CONFLICT OF INTEREST ....................................................................................... 6
8.0 CONSULTATION PROCESS ..................................................................................... 6
9.0 PROPOSAL REQUIREMENTS .................................................................................. 6
10.0 REQUIREMENT WEIGHT SUMMARY ..................................................................... 8
11.0 INQUIRIES ON REQUEST FOR PROPOSAL ....................................................... 9
12.0 SUBMISSION OF PROPOSALS ........................................................................... 9
13.0 AWARDING OF CONTRACT ............................................................................... 9
14.0 RESERVED RIGHTS ............................................................................................ 10
1.0 PURPOSE
The Department of Child, Youth and Family Services is seeking to contract a qualified agency or consultant to facilitate the development of a child care operating grant model.

2.0 BACKGROUND
In 2013/14, the Department will introduce an operating grant program for child care centres, both commercial and not-for-profit. Parent fees for participating centres will be set at a specific rate and operating grants will be introduced to compensate for lost revenue.

The operating grant program should consider cost per space by size of centre. Other issues that need to be addressed in the grant program include definitions of eligible staff benefits, uniform treatment of rent and property costs, specific eligible and ineligible costs, and operating costs in different regions of the province.

All messaging must be consistent with other provincial government policies and initiatives.

3.0 TARGET AUDIENCE
Qualified agencies or consultants with specialized skills, knowledge and experience in funding program development, financial analysis and accountability mechanisms.

4.0 PROGRAM GOAL AND OBJECTIVE:
The goal and objective of this program is to support the development of quality, sufficient and affordable child care for families in Newfoundland and Labrador.

5.0 DELIVERABLES
The successful bidder will be expected to develop and coordinate the following:

Development and Review of operating grants program
- Review results of a jurisdictional scan for consideration to inform the development of the operating grant program with support from the Family and Child Development Division
- Identify appropriate considerations for calculating operating costs
- Options on how the grant may be calculated including by space
- Generate alternative solutions and options to policy issues arising
- Provide problem solving support throughout the project
- Recommend operational business solutions
• Recommend a practical model to calculate operating grants and development of a program within the parameters of the departmental budgetary allocations.

All deliverables must be completed within three months of entering into a contract with the Department of Child, Youth and Family Services.

6.0 BUDGET
The Budget for this project will not exceed $40,000 with HST included.

7.0 CONFLICT OF INTEREST
Conflict of Interest Guidelines
The proponent must agree:
• Not to represent or advise any person or organization engaged in advocacy activities against the Provincial Government, including Crown Corporations or other agencies;
• Not to represent or counsel a client whose commercial and business activities are in conflict with the activities of the Provincial Government or any of out agencies, or any other representation or counselling the would in any other way impair its ability to perform its duties and responsibilities as the Government’s proponent; and
• Not to accept a brief nor engage in any activities that either impair, or may reasonably be perceived as being likely to impair or diminish, its ability to perform its responsibility as proponent.

8.0 CONSULTATION PROCESS
The above deliverables will be agreed to and developed in consultation with representatives from the Department of Child, Youth and Family Services.

9.0 PROPOSAL REQUIREMENTS
Proposal submissions must respond to the following sections. Proposals which fail to meet these requirements will not be considered for further evaluation. Mandatory requirements are indicated by ‘M’ and failure to meet these requirements will result in the proposal being eliminated from the selection process.

9.1 PROPOSENT INFORMATION
Proponents may respond to this section in whatever narrative form they choose but each item must be addressed and properly numbered so that Department can compare the responses to each requirement.
<table>
<thead>
<tr>
<th>#</th>
<th>RFP Requirement</th>
<th>Score</th>
</tr>
</thead>
</table>
| 9.1.1 | **Experiences/Qualifications**  
The proponent **must:**  
- Identify qualifications and work-related experience in funding program development;  
- Number of years experience in working with other public and not-for profit organizations;  
- Identify experience in delivering specialized services and knowledge of child care services. | M     |

<table>
<thead>
<tr>
<th>#</th>
<th>RFP Requirement</th>
<th>Score</th>
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</thead>
</table>
| 9.1.2 | **Approach/Methodology**  
The proponent **must:**  
- Detail a clear and thorough work plan  
- Identify responsibilities (e.g. timelines, staffing contractor-client communications, etc.);  
- Reflect current and emerging best practices to programs and services in the field of Family and Child Development;  
- Demonstrate the ability to develop and carry out the proposed operating grant model; and,  
- Identify any relevant accreditations. | M     |

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<thead>
<tr>
<th>#</th>
<th>RFP Requirement</th>
<th>Score</th>
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</table>
| 9.1.3 | **Clarity and Quality**  
The proponent **must:**  
- Provide a well-written and structured submission; easy to understand;  
- Demonstrates insight and sensitivity to the issues;  
- Demonstrate a clear understanding of the work. | M     |
<table>
<thead>
<tr>
<th>#</th>
<th>RFP Requirement</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.1.4</td>
<td>References</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>The proponent must:</td>
<td></td>
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<tr>
<td></td>
<td>• Reference previous experience and a minimum of two (2) references, ideally in the field of funding program development that could be contacted about their working relationship with your agency. (Please note that the Department reserves the right to use prior knowledge and experiences as a client reference in the evaluation of Proponents proposals).</td>
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<tr>
<td><strong>TOTAL WEIGHT</strong></td>
<td>75%</td>
<td></td>
</tr>
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</table>

### 9.2 FINANCIAL REQUIREMENTS

<table>
<thead>
<tr>
<th>9.2</th>
<th>Response Requirements</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.2.1</td>
<td>The proponent must itemize in detail all costs including: any initial, annual, recurring, professional services, licensing, third party fees, travel cost, etc.</td>
<td>M</td>
</tr>
<tr>
<td>9.2.2</td>
<td>The proponent should identify a billing model, schedule and process. The Department must be able to validate and reconcile the service fees with the services received.</td>
<td></td>
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<tr>
<td>9.2.3</td>
<td>The proponent should identify any alternate pricing models that may be used by the Department to better manage cost and demonstrate value.</td>
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<tr>
<td><strong>TOTAL WEIGHT</strong></td>
<td>25%</td>
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</tbody>
</table>

### 10.0 REQUIREMENT WEIGHT SUMMARY

The following table summarizes the various section weights.

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROPOSANT INFORMATION</strong></td>
<td></td>
</tr>
<tr>
<td>Experience/Qualifications</td>
<td>25%</td>
</tr>
<tr>
<td>Approach/Methodology</td>
<td>25%</td>
</tr>
<tr>
<td>Clarity/Quality</td>
<td>15%</td>
</tr>
<tr>
<td>References</td>
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<tr>
<td><strong>FINANCIAL</strong></td>
<td></td>
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<tr>
<td></td>
<td>25%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>100%</td>
</tr>
</tbody>
</table>

CYFS reserves the right to contact proponents as necessary to seek clarification on proposal content. The final product and supporting products and documentation shall be the property of the CYFS.

The cost of preparing the proposal is the sole responsibility of the proponent. No one who
submits a proposal in response to this RFP shall have any claim for compensation of any kind whatsoever as a result of participating in this RFP. By submitting a proposal each proponent shall agree that it has no claim for damages arising from any aspect of this RFP process.

11.0 INQUIRIES ON REQUEST FOR PROPOSAL

ONLY questions that relate specifically to this Request for Proposals (RFP) will be entertained. Questions will be addressed in the following manner:

- Questions can be directed to Jason Higgins, Director of Family and Child Development Division, Department of Child, Youth and Family Services at jasonhiggins@gov.nl.ca.
- All emailed questions must in the Subject Line state: “RFP: Development and Review of Operating Grant Program” and clearly indicate the section # in the RFP to which the question pertains;
- Responses to all questions will be supplied via email to all proponents. Confidentiality of proponents will be maintained.

12.0 SUBMISSION OF PROPOSALS

Four (4) copies of the proposal must be received at the office of the Department of Child Youth and Family Services not later than 12 p.m. NST on February 7th, 2013. All submissions and supporting documents become the property of the Department of Child, Youth and Family Services.

Late, faxed, or emailed submission will not be accepted under any circumstances.

Proposals are to be mailed to:

Department of Child, Youth and Family Services  
Government of Newfoundland and Labrador  
95 Elizabeth Avenue  
P.O. Box 8700, St. John’s, NL A1B 4J6  
Attention: Brenda Ricketts

13.0 AWARDING OF CONTRACT

Proposals will be evaluated in accordance with the evaluation criteria identified in this RFP. The successful proponent will be notified by CYFS. The selected proponent will be required to enter into negotiations to develop a writer contract embodying terms satisfactory to the CYFS. No legal relationship will exist between a successful proponent and the CYFS until the noted written contract has been duly executed by the parties, and then the legal relationship will be subject to the terms of that duly executed written contract.

The CYFS reserves the right to award the contract in whole or in part.
It is anticipated that the successful proponent will be notified on or about February 15th, 2013.

14.0 RESERVED RIGHTS

CYFS reserves to itself the unfettered right to reject any or all responses to this RFP and is not bound to accept the lowest cost, or any response. CYFS may elect to cancel this RFP at any time with or without cause and no liability shall accrue to the CYFS as a result of the expertise of its discretion in this regard. The final product and any supporting products and documentation shall be the property of the CYFS and provided by the proponent in an appropriate format.