



Town of Creston

REQUEST FOR PROPOSAL (“RFP”)

For

Child Care Operator

Proposal submissions marked “Child Care Operator” will be received at the Town of Creston

Issue Date:	August 11, 2025
Town Hall Address:	238-10 th Avenue North Box 1339 Creston, BC V0B 1G0
Closing Date and Time:	Proposals must be received at Town Hall by postal mail, or the e-mail set out at paragraph 3.4 prior to: 3:00 pm (15:00 hrs.) Pacific Time, September 1, 2025
Questions and Inquiries to be sent to:	Natasha Ewashen, Municipal Services Coordinator and Planner at email: Natasha.ewashen@creston.ca Before the close of business day, August 25, 2025

All RFP documents may be obtained from the Town’s website or BC Bid. It is the sole responsibility of proponents to check the Town’s website and/or BC Bid for any updated information and addenda before the Closing Date and Time.

The Town reserves the right to accept or reject any or all proposals and will not be responsible for any costs incurred by the proponents in preparing a proposal.

Should there be any discrepancy in the information provided, the Town’s original file copy will prevail. There will be no public opening of proposals.

Bev Caldwell
Interim Corporate Officer
Town of Creston

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1.0 GENERAL INFORMATION

1.1 Request

The Town of Creston (the “Town”) is requesting Proposals from consultants (the “Proponent”) with expertise in operating licensed child care facilities.

Proponents with proven experience and expertise in the provision of child care operations are invited to submit Proposals, which set out how they propose to meet the goals, objectives, and other requirements of this RFP. The Town is interested in partnering with an operator that has the required skills, experience, and resources to operate a new licensed facility at 1501 Cedar Street. The Town’s goal is to receive Proposals that meet or exceed the mandatory requirements of this RFP, evaluate the submitted proposals, and enter a Contract with a Proponent for the execution of the services laid out herein.

The Town intends to select a Proponent who submits a Proposal which meets the Town’s goals and represents the best overall value to the Town. As part of the Town’s commitment to Social Procurement, the Town will include Social Value Criteria in evaluation of proposals as determined by Proponents’ completion of the Social Value Questionnaire in attached Schedule 3.

1.2 Terminology

The following terms will apply to this RFP:

“Town” means the Corporation of the Town of Creston;

“Closing Date and Time” means the date and time provided on the cover page of this RFP;

“Contract” means the written agreement resulting from this RFP;

“Proponent” means an individual, Supplier or company that submits or intends to submit, a proposal in response to this RFP;

“Proposal” means a submission by a Proponent in response to this RFP; “RFP” means this Request for Proposals;

“Specifications” means the description of the goods or services to be procured set out in Schedule 1;

“Submission Location” means the address provided on the cover page of this RFP and;

“Successful Proponent” means the Proponent selected by the Town.

“Consultant” means the Successful Proponent who enters the Contract with the Town.

2.0 INSTRUCTIONS TO PROPONENTS

2.1 Review and Interpretation of Proposals

Every Proponent bears exclusive responsibility to thoroughly review all the Request for Proposal (RFP) materials, including any supplementary documents issued throughout duration of the RFP. It is their obligation to understand all the information and any terms that could impact the Proposal in any manner prior to its submission.

2.2 Inquiries and Clarifications

Any questions and requests for clarification relating to the RFP may only be directed to Natasha Ewashen, Municipal Services Coordinator and Planner at (250) 428-2214 ext. 423 or Natasha.ewashen@creston.ca. Email is the preferred method of contact.

2.3 Non-Solicitation

Proponents and their agents may only contact the Town representatives listed in this RFP and will not contact any other staff members or members of the Town Council with respect to this RFP at any time prior to the award of a Contract or the termination of the RFP. The Town at its sole discretion may reject the Proposal of any Proponent that makes any such contact.

2.4 Addenda

The Town reserves the right to modify the terms of the RFP at any time at its sole discretion up to the Closing Date and Time. Written addenda are the only means of varying, clarifying, or otherwise changing any of the information contained in this RFP. It is the sole responsibility of the Proponent to thoroughly examine these documents and satisfy itself as to the full requirements of this RFP. If required, an addendum will be published on the following websites:

- a) BC Bid: [BC Bid Portal: BC Bid](#)
- b) Town's website: www.creston.ca

Upon submitting a proposal, Proponents will be deemed to have received notice of all addenda that are posted on the Town's website and BC Bid and deemed to have considered the information inclusion in the Proposal submitted. Information given by way of oral or verbal communication shall in no way be binding upon The Town for the purpose of this RFP.

2.5 Omissions or Discrepancies

Should a Proponent find discrepancies in, or omissions from the RFP, or should they be in doubt as to their meaning, they should at once notify the Town in writing who may send a written directive to all Proponents. No oral interpretations will be given by the Town to any Proponent as to the meaning of any part of the RFP Documents.

2.6 Proposal Requirements

For a Proposal to be considered responsive, it must meet all requirements described in Section 3.0.

2.7 Modification or Withdrawal of Proposals

Modification to Proposals already submitted will only be allowed if submitted in writing prior to the Closing Date and Time. The Town reserves the right to request and receive modifications after the Closing Date and Time for purposes of clarification.

Submitted Proposals may be withdrawn by written notice provided such notice of withdrawal is received prior to the Closing Date and Time.

2.8 Opening of Proposals

Proposals will NOT be opened in public. Proposals may be opened by the Town at any time after the Closing Date and Time.

2.9 Sub-Contracting

Using a sub-consultant is acceptable, provided they are clearly identified in the Proposal. This includes a joint submission by Proponents having no formal legal relationship. However, one of these Proponents must be prepared to take overall responsibility for the project, and this should be defined in the Proposal. Sub-contracting any firm or individual whose current or past corporate or other interests may, in the Town's opinion, give rise to a conflict of interest in connection with the services will not be permitted. This includes, but is not limited to, any firm or individual involved in the preparation of this RFP. Where applicable, the names of approved sub consultants listed in the Proposal will be included in the contract. No changes or additions to the list will be permitted without the written consent of the Town.

2.10 Insurance

The Successful Proponent will protect itself, through appropriate policies of insurance, against any liability or property damage (including a requirement for contract security) resulting from anything done or omitted to be done by the Successful Proponent and the Authorized Operator, if applicable, in carrying out its obligations as the Child Care Operator, for such coverage limits as a reasonable prudent party carrying out the same or similar activities would obtain.

2.11 Registration with WorkSafe BC

The Successful Proponent and any approved sub-consultants must be registered with *WorkSafeBC*, in which case *WorkSafeBC* coverage must be maintained for the duration of the contract. Prior to receiving any payment, the Consultant may be required to submit a *WorkSafeBC Clearance Letter*, indicating that all assessments have been paid. The Consultant will abide by all provisions of the *Workers Compensation Act*, R.S.B.C. 2019, c. 1..

3.0 SUBMISSION REQUIREMENTS FOR PROPOSAL

3.1 Mandatory Requirements

All requirements described in Section 3.0 are mandatory requirements and must be met for a Proposal to be considered responsive.

3.2 Content

Each proposal must contain:

- 1) A completed and signed Proposal Submission Form as per Schedule 2.
- 2) An executive summary including an overview and summary of how the Proponent will advance the Town's goals outlined in this RFP.
- 3) A proposed methodology that summarizes the approach and steps required, with a focus on the Town's requirements as laid out in Schedule 1 including summary of features, functionality, and design.
- 4) Additional information may be included to complement other elements of the Proposal. The inclusion of additional information is optional and should be relevant to the work.

3.3 Signatures

The Proposal Submission Form must be signed by an authorized representative of the Proponent.

3.4 Delivery

Proposal submissions must be received by the Town before the Closing Date and Time at the Submission Location or by email.

Proposals submitted by mail must be posted in sufficient time to be received by the Town prior to the Closing Date and Time. The obligation to ensure this falls solely upon the Proponent.

Proposals submitted by email must be completed and submitted, no later than the RFP Closing Date and Time. The RFP Closing Date and Time will be determined by the email system web clock.

Proposals submitted by email must be sent to Natasha.ewashen@creston.ca. Email submissions must not exceed 100MB in total file size.

Late proposals will not be accepted.

3.5 Proposal Validity

Proposals should remain open for acceptance for at least 90 days after the closing date to provide the Town with sufficient time to evaluate the Proposals and award a contract.

4.0 EVALUATION and SELECTION

4.1 Evaluation of Proposals

Proposals will first receive a preliminary evaluation to determine if they meet all submission requirements described in Section 3.0. Proposals determined not to meet the submission requirements will be deemed unresponsive and not evaluated further, subject to the Town's right to waive minor deficiencies.

No totals, weights, prices, or scores will be provided to any Proponent.

The Town may elect to shortlist some Proponents and require short-listed Proponents to provide additional information or details. This information would be incorporated to complete the evaluation.

Responsive Proposals will be evaluated and scored on the following basis:

Evaluation Criteria	Maximum Points Possible
Qualifications and Programming Philosophy	25
Experience	20
Services delivery model, including services for priority populations	30
Knowledge of the Town of Creston	5
References	10
Competitive advantage and innovative service	5
Social Value Criteria	5
TOTAL	100

4.2 Selection

The Proponent with the highest score will be invited to enter a Contract containing terms and conditions substantially in the form set out in Schedule 4. If the invited Proponent fails to enter a binding Contract in a reasonable period, the next highest-scoring Proponent will be invited to enter the Contract, and so on.

5.0 TERMS AND CONDITION OF RFP

5.1 Acknowledgment

By submitting a Proposal, each Proponent acknowledges that it has read, understood, and agrees to be bound by all terms and conditions contained in this Section 5.0.

5.2 Preparation of Proposal

All Proponents will be solely liable for all costs incurred in the preparation of proposals in response to this RFP. This RFP does not commit the Town to award a contract, to pay costs incurred in the preparation of a proposal or to contract for the goods and/or services offered.

5.3 Conflict of Interest

By submitting a Proposal, the Proponent warrants that neither it nor any of its officers or directors, or any employee with authority to bind the Proponent, has any financial or personal relationship or affiliation with any elected official or employee of the Town or their immediate families which might in any way be seen by the Town to create a conflict.

5.4 Interpretation

In the case of any inconsistency or conflict between the provisions of the RFP, the provisions of such documents and addenda thereto will take precedence in governing in the following order: 1) Addenda, 2) RFP, 3) all other documents referenced in RFP.

5.5 No Claim

Except as expressly and specifically permitted in this Request for Proposal (RFP) no Proponent will have any claim for any compensation of any kind whatsoever relating to this RFP, and by submitting a Proposal each Proponent will be deemed to have agreed that it has no claim.

5.6 Not a Tender

This is a Request for Proposal and not a tender call or call for quotations. No contractual, tort or other legal obligations are created or imposed on the Town or any other individual, officer or employee of the Town by the Request for Proposal documentation or by submission or consideration of any proposal by the Town.

5.7 No Obligation to Proceed

Though the Town currently intends to fully proceed through the RFP, to select the services, the Town is under no obligation to proceed to the Contract, or any other stage. The receipt by the Town of any information (including submissions, ideas, plans, drawings, models, or other materials communicated or exhibited by any intended Proponent, or on its behalf) will not impose any obligations on the Town. There is no guarantee by the Town, its officers, employers, or managers that the process will be initiated by the issuance of this RFP will continue, or that this RFP process or any RFP process will result in a contract with the Town for the purchase of goods or services.

5.8 Town's Reservations

The Town reserves the right to:

- a) amend, cancel, delay, suspend, terminate, or withdraw this RFP at any time;
- b) re-advertise the RFP or commence a new procurement process in any other form;
- c) not evaluate any Proposal after the Closing Date and Time;
- d) waive any minor defect or irregularity in a Proposal;
- e) after evaluation of Proposals has been performed, not award the RFP to any Proponents; and,
- f) amend or negotiate terms of the agreement, including contents of Schedule 1 with one or more Proponents.

5.9 Applicable Law

The law applicable to this RFP will be the law in effect in the Province of British Columbia. No action in respect to this RFP may be brought or maintained in any court other than in a court of competent jurisdiction of the Province of British Columbia.

5.10 Freedom of Information and Protection of Privacy Act

Information received by the Town will be held in confidence and will become the property of the Town. The Town is, however, bound by the provisions of the *Freedom of Information and Protection of Privacy Act*, and all parties are advised that submissions will be treated as public documents and their contents disclosed if required to do so, pursuant to the *Act*.

Schedule 1 SPECIFICATIONS OF REQUIRED SERVICES

Background

The Town of Creston is a municipality located within the Regional District of Central Kootenay (RDCK), south of Kootenay Lake, on the east side of the Kootenay River Valley, and between the Selkirk and Purcell Mountain ranges. The Town of Creston is a growing municipality that witnessed 4.1% growth from 2016 to 2021 and has a population of approximately 6,188 (2024). Overall, the regional area has a population of approximately 17,000. According to population projections, the Town's population is projected to reach 6,373 by 2031. Creston's child population (0-18 years) increased 16% between 2016 and 2021. Creston's young adult population (20-34 years) grew 10% during this time frame, signaling an increase in young families.

The Town of Creston and associated Creston Valley are experiencing a severe lack of child care services. A 2021 Child Care Needs Assessment reported that only 8 for every 100 children seeking licensed child care for ages 0-12 years, received child care service provision. Between 2021 and 2024, the number of licenced child care spaces for children ages 0-3 years fell from 12 to nine, leaving many children and families without child care services. The lack of licensed child care impacts every aspect of the community, from attracting and retaining new residents, ensuring labour force participation, employer recruitment, and family well-being.

Town of Creston Child Care Facility

The Town received funding from the Province to construct and operate a 110 space child care facility that includes:

- 36 spaces for 0-36 months (3 rooms)
- 50 spaces for 30 months to school age (2 rooms)
- 24 spaces for school age (before and after school care) (1 room)

The child care will operate in the main floor of a new build facility, which will include three upper floors of attainable housing, with the goal of some units being available for staff of the child care facility.

The child care is set to secure licensing by 26 June, 2027, opening 05 July, 2027. Dates may vary depending on construction completion.

The child care must be operated in compliance with provincial affordability programs including:

- Child Care Operating Funding, Child Care Fee Reduction Initiative and, if eligible, the Early Childhood Educator Wage Enhancement;
- \$10 a Day ChildCareBC program;
- Aboriginal Head Start; or
- any other program or successor program identified by the Province as being a child care affordability initiative at such time, including any universal child care initiatives that the Operator is eligible for.

The Town will charge the Successful Proponent an annual business fee, in accordance with Fees and Charges Bylaw No. 1763, as amended from time to time, to operate the child care in the child care facility.

General Information

The successful child care provider will be expected to:

- Complete annual reports as required by the agreement with the Province. The report will include information regarding the number and type of child care spaces, days/weeks of operations, affordability initiatives enrolled in and other information the Province may reasonably require.
- Manage the administration and the delivery of high quality, affordable, and accessible child care services.
- Develop a phased approach for service delivery that will identify the initial staffing numbers and incremental increases. It is not anticipated that the facility will be fully operational at the opening given the number of trained staff that will be required to deliver services to 110 children.
- Directly deliver all the child care services, and manage and be fully responsible for all sub-contractual relationships.
- Operate and administer the child care facility operation on a financially self-sustaining basis, with the understanding the Town is not prepared to contribute ongoing or emergency funding.
- Fulfill tenant requirements that will be stipulated in the lease with the Town.
- Work in cooperation with the Town and community to develop quality child care that is flexible and responsive to families' and community needs. The child care will operate on school closure days. No extended hours, overnight care, or operations on statutory holidays are required.
- Ensure that equipment and supplies are in compliance with the BC Child Care Regulation as administered by Interior Health.
- Conduct an annual assessment of the child care services, with input from families using the services, making program adjustments as necessary.

In particular, the Town of Creston has an expectation that the non-profit childcare operator demonstrates anti-discrimination and equal opportunity practices, cultural competence and sensitivity training for staff, inclusive curriculum and materials respecting diversity and promotion of equity and respect.

RFP Details

The RFP process will solicit information on the operator's track record and philosophy with child care, identify organizational capacity to address staffing needs and timing of new facility, and whether or not there will be a phasing of opening the facility.

Qualities of the child care operator:

- Robust governance and policies
- Financial stability
- Strong organizational capacity, including the ability to deliver a phased service delivery approach
- Relevant experience
- Compliance track record
- Dedication to quality care
- Comprehensive program philosophy
- Active community engagement
- Inclusive practices and diversity promotion. Insight into local childcare requirements, especially any priority populations that are under served.

The Town is seeking an Operator with understanding and inclusion of priority populations. Priority populations include:

- Indigenous children and families
- Children with support needs
- Low-income families
- Families new to Canada
- Children of young parents (i.e. 25 years and younger)
- Children and families of colour
- Francophone children and families
- Families who receive the Affordable Child Care Benefit

Form of Proposal

The Proposal should include:

- Schedule 2 Proposal Submission Form
- Schedule 3 Social Value Questionnaires
- Summary of the proponent, operational structure, and staffing model
- Child care operation and programming philosophy
- Child care delivery experience
- Experience serving priority populations
- Experience with implementing affordability programs for child care
- Knowledge of the child care needs for the Town of Creston
- References
- Competitive advantage and innovative service

Responsive Proposals will be evaluated and scored on the following basis:

Evaluation Criteria	Maximum Points Possible
Qualifications and Programming Philosophy	25
Experience	20
Services delivery model, including services for priority populations	30
Knowledge of the Town of Creston	5
References	10
Competitive advantage and innovative service	5
Social Value Criteria	5
TOTAL	100

Schedule 2 PROPOSAL SUBMISSION FORM

PROPOSAL SUBMISSION FORM

Town of Creston
REQUEST FOR PROPOSAL

Child Care Operator

Submitted by: _____

(Proponent
name)

1.0 Period of Acceptance of Proposal

The proposal will remain firm to this date: _____

2.0 Locations

2.1 Head Office

Address:	
Phone:	
Fax:	
Website, Email:	

2.2 Local Office (if different from Head Office)

Address:	
Phone:	
Fax:	
Website, Email:	

3.0 Value Added

Proponents are to provide information on what makes your services innovative, what is your competitive advantage, and what other services and value added your firm provides that would assist or be of benefit to the Town:

- Add as an attachment.

4.0 References

Please provide four (4) references. The Town may contact these references to authenticate your effective execution of services Proposed or akin to those Proposed.

Recipient of Services	
Basic Job Description	
Reference Contact and Title	
Telephone and Email	
Date of services provided	

Recipient of Services	
Basic Job Description	
Reference Contact	
Telephone and Email	
Date of services provided	

**Town of Creston
CHILD CARE OPERATOR
Submission Form**

Recipient of Services	
Basic Job Description	
Reference Contact	
Telephone and Email	
Date of services provided	

Recipient of Services	
Basic Job Description	
Reference Contact	
Telephone and Email	
Date of services provided	

Proponents may submit additional information on references as an attachment.

Addenda

We acknowledge the receipt of the following Addenda related to this Request for Proposals and have incorporated the information received in preparing this Proposal:

Addendum No.	Date Issued	Date Received

7.0 Authorization

We hereby submit our Proposal for the services described in this RFP and confirm that price, and other information contained in this Proposal are correct, and that the signature(s) below are those of duly authorized signatory of the Proponent, having the authority necessary to make this Proposal.

Company Name	
Street Address	
City, Province, Postal Code	
Tel No.	
Fax No.	
Email	
GST Registration No	
PST Registration No	
Name and Title (please print)	
Signature	

Schedule 3: SOCIAL VALUE QUESTIONNAIRE

The Town of Creston's Procurement Policy incorporates Social Procurement principles, which require the assessment of social value, sustainability, as well as environmental and ethical accountability. The Town's procurement decisions are steered by values such as integrity, optimal value, transparency, and equity, including the promotion of inclusivity and fairness.

Instructions to bidders:

Complete the following questionnaire as a means for the purchaser to assess the social value component of your bid. Each question asks for a yes or no answer. If you answer “yes” you may be required to submit along with your bid the documentation that supports or verifies your answer. Documentation could include proof of 3rd Party Certification, a copy of your corporate policy on social procurement, or a link to your website where the policy is described.

The Town reserves the right in all circumstances to ask for further verification or for proof of fulfillment of the activity and commitment in relation to this contract.

This Questionnaire weighting as a percentage of the whole proposal can be found in the summary of evaluation.

The Town reserves the right to verify the information reported in the Social Value Questionnaire by the successful proponent.

Proponent Name: _____

Date questionnaire completed: _____

(YYYY-MM-DD)

RFP #: _____

	Procurement Practices	Yes	No	Describe or provide supporting documentation
1	<p>Do you currently have strategies or policies around inclusive employment practices to ensure the provision of employment opportunities for equity deserving groups or persons facing barriers to employment?</p> <p><i>(Examples of equity deserving groups include youth (16-29), Indigenous, racialized minorities, people with disabilities and people experiencing homelessness)</i></p>			

**Town of Creston
CHILD CARE OPERATOR
Submission Form**

	Procurement Practices	Yes	No	Describe or provide supporting documentation
2	<p>Do you have an apprenticeship, paid internship, or paid work experience program?</p> <p><i>(Details should include how many apprentices or individuals have participated.)</i></p>			
3	<p>Do you provide extended health and dental benefits to your employees?</p> <p>(If yes, please indicate provider)</p>			
4	<p>Do you work with social enterprises in any manner?</p>			
5	<p>Do you have written policies in place respecting hiring, salary, benefits, termination and/or retirement practices to prevent discrimination based on age, gender, gender identity, gender expression, race, ethnicity, religion, or sexual orientation?</p>			

Scoring

Yes with documentation/description – 1 points

Yes with no documentation/description – 0 points

No – 0 points

Definitions

Apprentices: Employment Social Development Canada definition: An apprentice is a paid employee, registered with the regional apprenticeship authority, who works under the supervision of a certified journeyman to learn their skilled trade and fulfill all requirements established by their province or territory.

Certifications: Third-party verified designations that confirm social and/or environmental practices.

Diverse-owned Business: A business that is majority owned, operated, and controlled by a member of one of the following diverse groups: Indigenous community; members of a visible minority group; immigrants and refugees; people with recognized disabilities; racialized communities; women; members of the 2SLGBTQ+ community or others.

Equity-deserving Groups: Groups who have historically been denied equal access to employment, education, and other opportunities and includes, without limitation, the following: members of an Indigenous community; members of a visible minority group; immigrants and refugees; people with recognized disabilities; racialized communities; women; members of the 2SLGBTQ+ community; low-income residents; people with mental or physical health barriers; people facing employment barriers, unemployment or underemployment; and others experiencing barriers to economic opportunity and participation.

Indigenous Businesses: A business that is 51% or more owned, managed and controlled by an Indigenous Person(s).

Living Wage: The hourly wage necessary for a full-time employee to meet their basic needs. Needs are defined to include food, housing, and other essential needs such as clothing. Each community has a different living wage calculation.

Person Experiencing Homelessness: Employment and Social Development Canada, *Reaching Home: Canada's Homelessness Strategy Directives* definition: Homelessness is the situation of an individual or family who does not have a permanent address or residence; the living situation of an individual or family who does not have stable, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it.

Person with a Disability: Self-identified; Disability in Canada is indicated by one or more of the following; being blind, being markedly restricted in at least one of the basic activities of daily life, being significantly restricted in two or more of the basic activities of daily life (including vision impairment) or by requiring life-sustaining therapy. Daily life activities are speaking, hearing, walking, eliminating (bowel or bladder functions), feeding, dressing or mental functions necessary for everyday life.

Racialized Minorities: Self-identified.

Recent Immigrants: Self-identified; Statistic Canada definition: refers to a person who obtained a landed immigrant or permanent resident status up to five years prior to a given census year. In the most recent Census in 2016, this period is January 1, 2011, to May 10, 2016.

Small- or medium-sized enterprise (SME): A small business has 1–99 paid employees. A medium-sized business has 100–499 paid employees.

Social Enterprise: A business that sells goods or services, embeds a social, cultural or environmental purpose into

the business, and reinvests the majority of profits into their social mission.

Socially Inclusive Business: A business who seeks to create economic opportunities for groups who have historically been denied equal access to employment, education, and other opportunities and includes; members of an Indigenous community; members of a visible minority group; immigrants and refugees; people with recognized disabilities; racialized communities; women; members of the 2SLGBTQ+ community; low-income residents; people with mental or physical health barriers; people facing employment barriers, unemployment or underemployment; and others experiencing barriers to economic opportunity and participation.

Social Procurement: Every purchase has a social, economic, and environmental impact. Social procurement is about using your existing purchasing to capture those impacts to achieve overarching institutional, governmental, or individual goals that helps shape inclusive, vibrant, and healthy communities.

Veterans: Any former member of the Canadian Armed Forces who successfully underwent basic training and is honorably released.

Women: Self-identified.

Youth: Youth Policy – Government of Canada, Privy Council Office definition: young workers up to age 29.