

2014-02-07

REQUEST FOR PROPOSAL  
**STRATEGIC PLAN MANAGEMENT CONSULTANT**  
RFP #03 (2014-01)  
ADDENDUM # 1

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This addendum shall be incorporated into, and form part of the above and take precedence over all requirements of the previously issued bid documents including plans. This addendum must be signed by the bidder (signing officer) in the appropriate space and must be attached to the Form for submission by the bidder. This Addendum consists of four (4) pages.

1. Question - How many firms were invited to submit?

Answer - 11 were invited and the RFP is posted on the Zoo website.

2. Question -What is the budget range for this body of work?

Answer - There is a budget allocation however we are not providing this to potential bidders.

3. Question - Is there an incumbent consulting firm that has done similar work in the past and is expected to be responding to this RFP?

Answer - No.

4. Question - What is the anticipated number of people who will receive the survey invitation and anticipated response rate to the survey?

Answer - Approximately 16,000 members; 100 donors and stakeholders and the target response rate is 5%, based on past experience

5. Question - How frequently will the Steering Committee meet and what is the expectation for attendance at or participation in the Steering Committee meetings by the consultant/consulting team?

Answer - It is anticipated the Steering Committee will meet monthly from March to September. In total it is estimated that there will be 7 meetings. At least one member of the consulting team should be present at the Steering Committee meetings.

6. Question - In addition to the workshops identified, would there be availability of senior Zoo staff to participate in additional consultations to develop and review the implications of strategies being considered?

Answer - Yes, Zoo senior staff will be readily available to assist the consultant as required.

7. Question - Would it be appropriate to include in our proposal additional workshops that we would optimally conduct with senior staff members to support the development of a draft strategic plan?

Answer - Yes, we would be interested in your own approach to the assignment.

8. Question - The background identifies the recommendation that a Strategic Plan and Capital Master Plan be developed. Apart from the alignment considerations mentioned in section 3.4.10, is there any desire or expectation to develop the Capital Master Plan, or would this be considered a separate exercise?

Answer - The Capital Master Plan will be a separate assignment and not part of this project.

9. Question - Please describe the extent to which you seek support in updating other plans as a result of this plan, for example the Marketing Plan, Branding Platform, Capital Master Plan, etc. Is rewriting or updating any part of these plans within scope?

Answer - The consultant will not be required to update these other plans. The Zoo is seeking advice from the consultant on how and perhaps when (i.e. priority) the Zoo should update these other plans.

10. Question - A key area of concern is clearly the identification of cost reduction strategies and operational efficiencies. Apart from the documentation review and consultations identified within the RFP, is there a desire for a more comprehensive operational review of current operations, services and service levels as part of this engagement?

Answer - This engagement does not include an operational review. The identification of strategies for cost reduction and efficiencies would come from the consultation and research and will require further analysis by the Zoo at a later date.

11. Question - Is the Commencement of Work date (2014-03-17) flexible?

Answer - Yes, this is a target date, and would depend on availability of the consultant and Zoo staff.

12. Question - Does the Toronto Zoo require the consulting team to be local and/or work on-site? If not, is the Zoo willing to pay out of pocket expenses to cover travel costs (as incurred for facilitation, interviews, and presentations)?

Answer - There is no preference for a local consulting team. However, there will be a need for the consultant to attend the Project Steering Committee meetings (estimate one per month or 7 total) as well as to conduct consultation which will be at or near the Zoo. Travel costs are expected to be included in the proposal submission.

13. Question - Will Toronto Zoo supply a target list of contacts for key external interviews (e.g., Tourism Board, Parks Canada, Univ. of Toronto)?

Answer - Yes, the Zoo will supply the list of contacts.

14. Question - Outside of wildlife conservation, environmental sustainability and public education (as referenced in 3.4.4.), are there any other key issues or programs used to secure funding that should be noted?

Answer - These are examples. There will likely be other potential sources that become evident during the research and consultation phases.

15. Question - The Request for Proposal mentions the potential for synergies between the Zoo and the Rouge National Urban Park. Does the Zoo see those synergies to be primarily about marketing the Zoo (helping people understand where to find the Zoo, further associating the Zoo brand with conservation efforts, etc.), or does the Zoo see the synergies being about actually sharing resources (such as physical resources such parking lots or buildings, or staffing resources, or other practical resources)?

Answer - Potential synergies are in both these areas as well as in programming, such as joint research projects, public education programs, etc.

16. Question - Does the Toronto Zoo see ongoing support/subsidy from the City to promote public access through subsidized admission or is the requirement for the zoo to generate a surplus which will cover reinvestment and depreciation i.e. be run on a more commercial footing.

Answer - The City has recently affirmed that the Toronto Zoo should remain a publicly owned asset with community and partnership involvement. Over its history,

the Zoo has reduced its reliance on City funds and both the Zoo Board and the City would like to see this continue. The Zoo sees opportunities to improve its financial position through revenue generation, partnerships and managing expenses.

Receipt of the Addendum shall be acknowledged as part of your submission.

The Board of Management of the Toronto Zoo reserves the right to reject any or all Quotations or to accept any quotation, should it deem such action to be in its interests.

If you have any queries regarding this matter, please contact Mr. Peter Vasilopoulos, Supervisor, Purchasing & Supply, at 416-392-5916.

Yours truly,

Peter Vasilopoulos  
Supervisor, Purchasing & Supply

I/we hereby acknowledge receipt of this addendum and make allowance in my bid.

Signed (Must be Signing Officer of Firm)

Name of Firm

Date:

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