

2020-05-21

**REQUEST FOR PROPOSAL
RFP 11 (2020-04)
CONSULTING SERVICES – TECHNOLOGY TRANSFORMATION
AND INNOVATION MASTER PLAN
ADDENDUM #4**

This addendum shall be incorporated into, and form part of RFP 11 (2020-04) 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 one (1) page.

1. **Response to Questions**

1. Question - Does the Toronto Zoo intend to collaboratively engage external stakeholders in the development of the Technology Roadmap (aside from the research phase and consultant of the Master Concept Plan in the formulation of the technology roadmap)? For instance, does the Toronto Zoo see value in engagement and collaborative input from other Zoos, Aquariums, Academic Institutions?

Answer - Yes from any Zoo's Aquariums and Academic institutions.

2. Question - Could you provide a budget range for the engagement?

Answer – The Zoo is seeking Proponents that will scope the deliverables required by the RFP and provide the best value and price.

3. Question -How does the Toronto Zoo define Technology Transformation? Does this cover the scope of the vision and mission outlined in the Zoo's Strategic Plan?

Answer - The Toronto Zoo wants to become the leading technology advance Zoo in North America.

4. Question - Is there organizational alignment on risk appetite around the stage and maturity of technologies to be included in the Technology Roadmap?

Answer - Yes we would need a full scope of maturity of any technologies proposed in the Technology master plan.

5. Question - Can the stakeholders and partnered institutions specifically noted in the proposal submit an application (*Section 3.3.1*)?

Answer - Yes

6. Will the Toronto Zoo be providing specific guidance on the overall range of capital funding as well as Toronto Wildlife Conservancy contributions available to execute on technology innovation recommendations?

Answer - Yes will share the information with the Success Proponent.

7. Question - What is the anticipated relevance of the requested review of impacts of erosion and flood protection needs on the Zoo site to the Technology Transformation Blueprint and Innovation Plans (*Section 3.2.8*)?

Answer - Technology to monitor floods and erosion has on our land.

8. Is there flexibility on the six-month timeline proposed given the scope of work and consultation required?

Answer – No

9. Question - Which business unit will be responsible for operationalizing the Transformation Blueprint and Innovation Master Plan?

Answer - The senior management and technology team at the zoo.

10. Question - Will it be required to recommend or source technology vendors for projects outlined in the master plan and blueprint? If so, does the Toronto Zoo have existing relationships with vendors that can be leveraged?

Answer - No any proposed technology, would be issued as a RFP/RFQ.

11. Question - As part of stakeholder consultation with Toronto Zoo stakeholders, are relationships with identified public and private institutions already established, and is additional stakeholder outreach required?

Answer - Some may be established already, but we will have to reach out to most.

12. Question - How many projects does the Zoo expect to be included in the project plan (*Section 3.5.3*)?

Answer - We would like 3.4.3 broken into smaller projects that the Zoo can decide on which to complete 1st.

13. Question - What is the Toronto Zoo's view on generating returns on investment / expectations around business plans for the projects developed and/or recommendations around capital expenditures?

Answer - The Zoo is always looking on generating returns on our projects and investments.

14. Question - How extensive does the Toronto Zoo want the consultation piece to be, especially around public consultation?

Answer - This will be left up to the Successful Proponent.

15. Question - Section 3.2.8 page 8 requests to *Examine, in consultation with the Toronto and Region Conservation Authority, the impacts of erosion and flood protection needs on the Zoo site*. Can you confirm this is in scope for both the Master Concept Plan and the Technological Transformation Plan. If it is, can you confirm that the Technology Transformation Plan will only consider the potential technology requirements related to these needs (e.g. sensors, alarms, etc...)?

Answer - Yes this is in both. But the Tech master plan is only technology to monitor.

16. Question - In section 3.1.4, page 7, the scope includes: *Review best practices in Animal Welfare*: Is this document currently available, or is it research to be performed during the project?

Answer - This is research to be performed.

17. Question - In section 3.1.7, page 7, the scope includes: *Review current Technology Plans from other major zoos*. How many other major zoos are you considering, and have their technology plans already been retrieved? If not, is it in the proponent's scope to retrieve them?

Answer - Yes it is up to the Proponent to retrieve them.

18. Question - In section 3.2.3, page 7, the scope includes: *Review the 2017 Master Plan*. Is it correct to assume this is the Master plan referenced in Appendix D?

Answer - YES

19. In section 3.2.6, page 8, the scope includes: *Review and integrate the Zoo's most recent Collection Plan into the Concept Master Plan to be developed*. Is it correct to assume that you meant *Review and integrate the Zoo's most recent Collection Plan into the Technology Transformation Roadmap to be developed*?

Answer - Yes you are correct.

20. Question - In section 3.4.4, page 8 you mention: *Based on stakeholder input in 3.4.2 above*. Is it correct to assume you meant *Based on stakeholder input in 3.4.3*?

Answer - Yes

21. Question On page 9, you mention a "future development program leading to a Master Plan." We assume that a Master Plan refers to the Technology

Transformation Roadmap, but can you please give us more details on what you meant by *future development program*?

Answer - The Master Plan refers to the deliverable of this bid, the Technology Transformation and Innovation Master Plan. The future development program means the all technology related projects in the Zoo's capital or operating plan in the next 10 years.

22. On page 9, you mention the "*integration of relevant elements of the Technology Master Plan developed in parallel under separate RFP.*" Are we correct in assuming you meant *integration of relevant elements of the Master Concept Plan developed in parallel under separate RFP*?

Answer – see response in Addendum #2 Yes

23. Question - On page 9, you mention "*All factors outlined in the RFP and documents referenced must be considered when providing the following deliverables *a narrative of sustainability programs/measures to be undertaken *an assessment and narrative of non-technology infrastructure requirements.*" Can you confirm that these two deliverables are in fact out-of-scope of the current project and will be provided as part of the Concept Master Plan developed in parallel?

Answer - Yes

24. Question - Are we correct to assume that the various designations of the drafts and final deliverables mentioned on page 9, especially in sections 3.4.3 and 3.5.2, can be replaced by the four staged deliverables stated in section 4:

Preliminary Draft

Interim Draft including External/Board Consultations

Draft Final Report / Presentation

Final Report / Presentation to Board

Answer - Yes

25. Question - Page 8 mentions to "*Provide five (5) colour versions of the complete set of documentation. Provide one (1) digital copy of the complete set of documentation,*" and page 9 mentions "*Eight (8) copies of the Final Report will be required along with an electronic copy.*" As the number of printed copies doesn't seem to us as a potential issue, can you please tell us what made you think that you would be prevented from printing as many copies as you like of the report? Were you expecting some nonconventional deliverables formats?

Answer – Requirement is five (5) colour and one (1) digital as outlined in page 8 of the RFP.

26. Question - Section 7.0 on page 12 mentions the following evaluation criteria **Understanding of the assignment/objectives *Suitability & acceptability of proponent's detailed Proposed services, methodology and approach (...)* **Public consultation approach/methodology* 10. Can you confirm the corresponding

chapters of the mandated table of content, section 6.1, in which you would like to see this information provided?

Answer – Within item 6.1.9

2. SCHEDULE OF EVENTS

Replace the schedule of event with following Revised tentative schedule for the IT Master Planning process.

Pre-Award	
Release of RFP	2020-04-21
Proponents' Question Deadline	2020-04-30
Submission Due	2020-06-05
Interviews, if necessary	Week of 2020-06-08
Notification of Award By OUR Toronto Zoo	Week of 2020-06-15
Post-Award	
Commencement of Work	2020-06-22
Preliminary Findings Report Due	2020-08-21
Completion of External/Board Consultations	2020-09-25
Draft Final Report / Presentation Due	2020-10-23
Final Report / Presentation to Board	Week of 2020-11-06

3. Submission date

Revised Submission Date - **Friday 2020-06-05, 1200 hours (noon) local time**

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 Tenders 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 or by email pvasilopoulos@torontozoo.ca.

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:
