



Peel CAS

RFP: RFP 2023-09-001

Strategic Planning for Peel CAS

Date: October 19, 2023

Response to Supplier Queries

- Question** Can you share your expected budget for the project?
- Response** We do not share budget numbers with proponents.
- Question** Are there any major timeline considerations that will dictate when certain milestones need to be completed? For example, Board meetings, leadership retreats, funding timelines etc.?
- Response** Our priority is to have a comprehensive and quality process that meets our objectives. We expect the engagement to be completed by no later than April 30, 2024. We anticipate that the Strategic plan will be completed by the end of March and in April it will go through the final approval process.
- Question** Will the consultant have access to your support/admin staff to help schedule meetings, stakeholder interviews, focus groups, send surveys/communications, etc.?
- Response** We would expect the proposal to include what resources are required from Peel CAS to ensure a successful engagement and any options related to those resources.
- Question** Community and stakeholder engagement is an important part of the strategic planning process. In order to help us determine the approach and pricing, could you share an approximate number of internal and external facilitated engagements you would like to include during this process?
- Response** We would like to see the recommendation from the proponent and would like to know the cost for such engagements.
- Question** What if any engagements have already been completed with external or internal stakeholders on this topic that would be foundational for this project?
- Response** Yes, those would be foundational. We have a comprehensive review and work plan from the ministry and Strategic Priorities and Service Plan: 2019-20 & 2020-21.
- Question** What if qualitative and/or quantitative data analysis has already been recently completed on this topic that would be foundational for this project?
- Response** Yes, we do have Year-end review reports with stats and key strategic priorities. These documents will be shared once the engagement has started.



- Question** Guidance regarding implementation of strategic plan¹ - What level of support is envisioned here? E.g., Hands-on support from the consultant to facilitate operational planning sessions with management? Provision of an operational plan template? Other?
- Response** This engagement is about the creation of the strategic plan, limited implementation support is required.
- Question** To what extent may some of this work be completed virtually? (e.g., options for virtual focus group sessions with stakeholders? Meetings with project leads?)
- Response** We have a hybrid working model. We anticipate that this engagement would involve a mixture of virtual and in person participation based on stakeholders involved.
- Question** May we kindly receive a copy of your most recent org chart?
- Response** It is our practice not to provide names and details. The senior team and board members are currently listed on the website. The remaining staff consists of management and unionized employees. Further details can be provided as part of the engagement.
- Question** Who would we be working with directly in the implementation of the strategic planning project?
- Response** Representatives from the board, the CEO, key members of the Senior Leadership Team.
- Question** Will there be an assigned project lead from Peel CAS who we would coordinate with?
- Response** There will be an assigned project lead and advisory group.
We would expect the proposal to include what resources are required from Peel CAS to ensure a successful engagement and any options related to those resources.
- Question** Is there a deadline by which you are hoping to have the final strategic plan approved by? Are there any other critical milestones that we should be aware of in your planning cycle?
- Response** See above.
- Question** Are there any takeaways or improvements from your previous planning process that you would like to see implemented this time around?
- Response** We want this to be an inclusive and comprehensive process that connects with a wide range of stakeholders to account for the diversity, complexities and changing needs of the Peel Region and services to children and families.
- Question** Are you able to clarify what you mean by a plan for risk management? Are we to outline potential risks in planning that may impede our ability to complete the project and mitigating solutions?
- Response** Risk management should consider risk in planning, execution and implementation of the strategic plan. This should include mitigating strategies.



- Question** The 20-page limit- does this include resumes/CVs?
Response We are okay to allow for resumes and references to be in addition to the 20 pages.
- Question** what do you see as your final date for completion?
Response See above.
- Question** Is there a list or number of internal/external forums that exist for engaging key stakeholders, including staff, youth, and other service partners? What forums (e.g., tables, committees, working groups) could be leveraged to engage stakeholders?
Response If engaged, Peel CAS will consult with the proponent to provide a long list of stakeholders in various groups to help determine the ideal mix of stakeholder engagement.
- Question** What is the relationship between the Peel Children's Aid Foundation's strategic plan and the Peel CAS's strategic plan? Is it expected that the Foundation be included in the Peel CAS's strategic plan?
Response They are two distinct entities. Their role in our strategic plan is only that of one which may be consulted. They would be considered a 'user' of our plan to help develop fundraising strategies to support Peel CAS.
- Question** Does the page limit as identified in Section 4.14 on page 10, "Proposals should be prepared concisely (in 20 pages or less)" exclude such items as a Cover Page, Table of Contents, Resumes, etc.? Please clarify.
Response Yes the 20-page limit excludes such items.
- Question** Is there a budget for the project?
Response See above.
- Question** Is there a desired timeline in which the project should be completed? Are there any key dates that we should be aware of, these may include board meetings, and timelines of other initiatives that might be considered in the strategic plan.
Response See above.
- Question** In terms of engagement session participants, is there additional information regarding the stakeholders to be included? For example, are there existing structures to engage with these groups such as a youth advisory committee, or community partner meetings?
Response See above.
- Question** As the website for the Peel Children's Aid Foundation is currently down, would you be able to clarify the number of staff and Board members (should it be separate from the Peel CAS Board) that would be engaged in this project?
Response See above.



Question Could Peel CAS please clarify the difference between the requirements for 4.0 'Understanding the Project' and 5.0 'Understanding the Project'? As we read it, 4.0 asks for details on the approach to the scope of the work. And 5.0 asks for a detailed methodology for the project and how that methodology is tailored to Peel CAS's requirements. As we understand it, 4.0 is about explaining our understanding of the engagement (i.e., confirming the scope), and 5.0 is about explaining the specific steps we'll take to complete the project and how they fit Peel CAS's needs (i.e., our proposed approach). Can you confirm if this interpretation is correct?

Response Yes, this interpretation is correct.

Question Are proponents required to submit their certificate of insurance and WSIB Certificate within the proposal submission?

Response Yes, please include those documents along with the proposal and they would not count toward the 20-page limit.

Question Are proponents allowed to include appendices within the proposal submission?

Response Yes, proponents are allowed to include appendices within the proposal.

Question To confirm pricing is to be included in the proposal document?

Response We would request you provide pricing as a separate document.