

## **Toronto South and West Strategic Planning Process RFP – Frequently Asked Questions**

**1. How many agencies are a part of the former West LIP?**

34 organizations were involved in the former West LIP Council and Working Groups, with many others joining for specific initiatives. This Strategic Planning process will need to include members of both the former West and former South. The former South had approximately 80 partner agencies regularly involved in its Council and Working Groups.

**2. Are surveys a mandatory part of primary research in scope. Can interviews and focus groups be effectively utilized for this purpose?**

Given the timeline and the scope of the necessary consultation which will likely involve around 150 stakeholders, it seems unlikely that everyone can be adequately consulted without use of surveys.

**3. Does this statement on page 7 of the RFP cover specific organizational structure changes (e.g., org. design, role design, etc.) or just governance structure changes? - *"What changes are necessary to our current Working Groups/Partnership Council/Executive Committee in order to best support these priorities?"***

The consultant will be expected to identify one new Consortium Partner to recommend as an addition to the current slate of 3 Consortium Partners. They will also make recommendations on what governance practices to adopt from the former LIPs (or suggest new ones.) For example, the former West LIP had a co-chair model for their Working Groups, but TSLIP did not. TSLIP had an Executive Committee that included elected members from Council, but West LIP did not.

**4. Section 2.3 references that the selected consultant will guide the West and South LIPs through their amalgamation, with the key deliverable being an inaugural strategic plan for the new entity. Where is TSWLIP in the merger/amalgamation process? What work remains to complete the merger, and how would this affect the strategic planning process?**

TSWLIP is at the very beginning of the amalgamation process, as the West LIP only ceased to exist at the end of March 2025.

**5. What additional deliverables, if any, are required to support the amalgamation? (E.g., Developing new governance documents, supporting staff integration, etc.) And would these additional deliverables be part of this project and budget?**

We are looking to the Consultant to propose what processes are needed to carry out a successful merger, but not necessarily to develop them. For example, once a recommendation is made on how our Executive Committee should be structured, we can develop the TORs ourselves. Integration support for staff is not part of the contract, but consulting staff on what supports they feel they will need to have in order to integrate could be.

6. **Has TSWLIP submitted to IRCC its planned activities for the coming year(s)? If yes, will this information be used to frame the new strategic plan? If not, how does the timing of the planned activities submission affect strategic planning?**

Yes, we have signed a three year contract with IRCC that includes deliverables for April 2025 to March 2028. One of the key deliverables for Financial Year 1 (FY1) is this strategic planning process. Most of the deliverables are framed very broadly to enable maximum flexibility and consultation in terms of the strategic planning process (for example, we are committed to holding Working Groups, but the themes of those Working Groups are not specified.)

7. **Page 8 (Key Deliverables) references presenting findings as case studies/testimonies as well as a final consultation report. Would the case studies/testimonies be included in the consultation report, or a separate document? (We assume written case studies/testimonies.)**

This is for the consultant to propose in their application. We are also open to alternative forms of feedback if the consultant feels testimonies are not appropriate.

8. **Which interest-holder groups do you hope to engage in this planning process? E.g., Community and system partners, funders, staff, members of the Executive Committee, Working Groups, Council? Are there other groups you wish to consult, such as local immigrants and newcomers?**

The full scope of the consultation/stakeholders will need to be determined in consultation with our Executive Committee, who will serve as the Advisory Committee for the Strategic Planning Process. As of now we know we will be consulting with both East and West Council Members, Working Group Members, Staff, Newcomer Council.

9. **What existing data might the selected consultant be able to draw upon? E.g., recent community consultation? Demographic data? Internal reports?**

Access can be provided to both LIPs' Annual Reports and Evaluations, as well as our Contact lists and any documentation produced by Working Groups, as well as Minutes of Council and other meetings. For demographic data the census would need to be consulted.

10. **Page 10, section 3.4 (In Person Interview) references interviewees providing examples of feasibility studies. Can we provide examples of strategic plans we have supported/helped to develop instead?**

Yes, this was an error. The sentence should read: "relevant work experience including the Vendor providing examples of *strategic plans* it has completed."

11. **Does TSWLIP prefer in-person engagement for focus groups? Or can virtual focus groups also be used?**

A combination of in-person and online engagement is anticipated. We do expect some of the focus groups to be in-person in both catchments (west and south Toronto)

- 12. Does TSWLIP have capacity for in-house graphic design of the final strategic plan document? If not, should this be costed separately or is it to be assumed in the price parameters identified?**

Graphic design should be included in the cost of the consultancy as per the budget previously specified.

- 13. Are we eligible to apply even though only one of our Consultants is based in Toronto?**

Yes, as long as you are able to carry out some in-person focus groups and attend in-person meetings.

- 14. We received the RFP through a community email list. Could you please confirm which tender portal we should submit through, if email submission is not accepted?**

Email submission is the standard way to apply. Please mail the application to:

Chris Archambault, Procurement Manager  
The Neighbourhood Group Community Services  
[chris.archambault@tngcs.org](mailto:chris.archambault@tngcs.org)