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2021-06-07

**REQUEST FOR PRE-QUALIFICATION
TICKETING SYSTEM SOLUTION
RFPQ (2021-06)**

The Toronto Zoo is issuing this Request for Pre-qualification (RFPQ) for its Ticketing System Solution. The objective of the RFPQ is to shortlist qualified Vendors who will be invited to participate in a subsequent Request for Proposal (RFP)

Due Date: Tuesday, 2021-07-06 by 1200 hours (noon), local time

The Board of Management of the Toronto Zoo reserves the right to reject any or all Request for Pre-qualifications or to accept any Request for Pre-qualification, should it deem such action to be in its interests.

If you have any queries regarding this request for pre-qualification, please contact Mr. Peter Vasilopoulos, Supervisor of Purchasing & Supply at pvasilopoulos@torontozoo.ca.

Yours truly,

Alia Lee Director,
Finance & Technology

1.0 Background

The annual attendance for the Toronto Zoo (the Zoo) averages over 1.2 million visitors and the Zoo is open throughout the entire year. The attendance count fluctuates seasonally with peak of over 250,000 guests in a summer month and low of 20,000 in a winter month.

The Zoo requires the services of a vendor experienced in providing a flexible Ticketing System (Solution), with minimal customization, that is, geared to attractions and/or similar venues that can process individual and group ticket sales for admission, rides, events, special exhibits, shows and parking in an efficient manner onsite at cashier POS stations and electronic kiosks as well as online. Secondly, the system must provide a flexible and efficient process whereby individuals or groups can redeem tickets to gain admission to the facility or to access services.

1.1 Introduction

The Zoo currently uses Admits point-of-sale system for admission, event, ride and parking transactions; Microsoft RMS point-of-sale system for member, donor, corporate event and some school program transactions; Microsoft Customer Relations Management (CRM) for member, donor and prospect database system; Skidata (Precise Parking) for parking system for staff/member pass management, parking transactions and all parking ticket redemption.

Applications In Use That Will Be Replaced	
Admission Individual/Group, Events, Special Exhibits, Day Parking	Admits POS
Group Events	RMS
Rides	Admits POS/ticket kiosks
Applications Outside The Scope Of This Pre-qualification	
Parking	Skidata
Member, Donor and prospect database	Microsoft CRM

Any contract resulting from this initial Request for Pre-Qualification (RFPQ) may include, but is not limited to, the provision, implementation of a Solution to address onsite and online ticketing sales and redemption including any required interface or integration with the Zoo’s current CRM and financial systems, Microsoft Dynamics GP (GP) and the ongoing maintenance and support of the Software.

2.0 Objective and background of current environment

The ticketing system shall ensure that a system is in place to handle sales and redemption of all types of tickets including individual, group and event admissions both onsite and online as well as any other user-fee products and services. The system must be capable of facilitating timed and capacity limited admissions real time across multiple channels including POS stations, ticket

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kiosks and online, must be able to sell tickets at full, discounted and dynamic pricing (integrate with Digonex). System must be able to produce physical tickets, wristbands and mobile tickets including barcode and RFID which can be redeemed in various ways including to activate gates and with mobile scanning devices on site.

The proposed system must have the capability for an automated integration with the Zoo's financial system (MS Dynamics) on a pre-defined periodic basis. A two-way integration with the Zoo's current CRM database is also required. Membership account information including number and expiry date are housed in CRM but must be recognized and tracked by ticket system for redemption and access to Zoo (verify and record). Member visitation data must then be updated in CRM database through integrations with ticket system. The Toronto Zoo sells parking tickets at time of admission sale onsite and online, ticket system must be able to integrate or provide a solution for parking tickets sold to be redeemed through Skidata to allow parking egress.

TICKETING SYSTEM

Sales

Onsite POS, Cashier - The Toronto Zoo can have as many as 14 staffed point-of-sale stations at the entrance to sell admission tickets to the Zoo, when purchasing a ticket at these POS stations guests enter directly to the Zoo with no validation of ticket in system. In near future it is expected that the number of cashier POS stations will be greatly reduced and that all tickets sold will be required to be validated before entry. There are also currently 5 staffed point-of-sale stations around the site selling rides and rentals.

Onsite Ticket Kiosks – The Toronto Zoo utilizes 4 ticket kiosks to sell ride tickets onsite and 1 to sell parking at exit. In near future it is expected that the majority of onsite ticket purchases will take place at ticket kiosks including admission tickets and will be required to be validated before entry or to access experience.

E-commerce – The Toronto Zoo sells admission, parking, event/experience tickets through our online sales platform provided by Streamin Technologies (same provider as Admits POS). E-commerce site is linked real time with onsite sales for managing date/time and capacity in ticket sales. Barcoded tickets are issued through email or SMS for scanning and validation at entry gate. During the COVID-19 pandemic the vast majority of admission tickets have been purchased online to manage number of guests onsite. In future it is expected that e-commerce will continue to be a significant proportion of sales and more products such as group ticketing, reserved seating shows, and more will be required to have an e-commerce presence.

Group Reservations – In excess of 3,000 reservations are processed annually from school and group bookings. Bookings are received either by phone or email. Each booking is entered in the POS system and generates a booking confirmation which staff email to group leader. There are 2 POS stations in the Guest Relations office for processing group entry on arrival, the reservation is pulled for point-of-sale transaction, guest bookings are finalized according to actual attendance and payment processed (payment in full or for invoicing). Groups enter through a group gate and there is no validation of tickets in system. In future group booking should have an online process for reservation and payment and the ability to issue tickets for validation at entry.

Redemption

When purchasing admission online, guests are issued a uniquely barcoded ticket which is scanned for verification and tracking on entry. Scanning is processed through access control

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software integrated with all Admits POS stations or on one of 5 mobile scanners. Specified information linked with barcode may include customer account information, date/time valid, number of scans permitted, expiry, date/time scanned, location scanned, etc. Membership cards are also scanned at the admission gates with two-way integration with CRM used to validate and record visitation. In future the Zoo will be moving towards separated sales and redemption locations so all tickets purchased via any channel will require system validation at an entry gate for admission to the Zoo or a gate/mobile scanner at ride locations, the exact method of verification ie self scanning gate is to be determined.

Attendance Tracking

The point-of-sale system also facilitates periodic attendance reporting based on all admission transactions processed. Onsite admission products that are not scanned for redemption are specifically tagged for inclusion in attendance reporting. In addition, all scanned tickets (online and memberships) are added to the total guest count for the day. Currently have access to real-time attendance numbers and periodic reporting daily, monthly and annually. Require more robust capabilities for attendance analysis including financial, demographics and trends.

2.1 Objectives

The objective of the Zoo is to improve on its current systems in use and procure and implement a fully integrated Solution that will address ticketing requirements. The Solution should provide a positive user, guest, and brand experience and capitalize on new and emerging technologies with full guest data capture, analytic capabilities and reporting. This is a request for an end-to-end solution. It is preferred that at least some of the existing hardware be re-purposed for use with the proposed solution, if possible.

2.2 Request for Proposals

Short-listed proponents may be invited to submit proposals to a formal Request for Proposals (RFP) from the Zoo.

2.3 Qualification Criteria

The successful Proponent shall have previously provided a Solution and services in a similar size and type of attraction.

2.4 Inquiries

The Zoo, in its sole discretion and without having any duty or obligation to do so, may conduct any inquiries or investigations, including but not limited to contacting references, to verify the statements, documents, and information submitted in connection with the RFPQ and may seek clarification from the Proponent's bankers and clients regarding any financial and experience issues.

3.0 Submission Details

1. In view of the current situation with COVID 19 and to limit personal interaction, on a temporary basis, submissions for this Request for Proposal can be submitted electronically by email in a PDF file, prior to the submission deadline to the following email address: purchasing@torontozoo.ca and note the following: In the "Subject field" enter: RFP# - Title of RFPQ – Vendor name.

Amendments to a Proposal may be submitted via the same methods, at any time prior

to the `Closing Time`.

It is the Supplier's sole responsibility to ensure its Bid is received by the Submission Deadline in accordance with the requirements of this RFP. The receipt of Bids can be delayed due to a number of factors including "internet traffic", file transfer size and transmission speed. The Supplier should allow sufficient time to download, complete and upload, as applicable, the submission forms comprising its Bid and any attachments.

A Bid will only be considered to be submitted once it has been received by the Toronto Zoo. The time of such receipt is reflected by the time received stamped by the Toronto Zoo's email application.

The Toronto Zoo reserves the right to reject any or all proposal or to accept any proposal, should it deem such an action to be in its best interest. Proponents are advised they have no claim for compensation in the preparation of their submissions and that by submitting an RFPQ, each Proponent shall be deemed to have agreed that it has no claim. All submissions received by the Zoo shall be subject to the Freedom of Information & Protection of Privacy Act (ON).

3.1 Submission Instructions – Mandatory requirement

- a. Title Page – should show the RFPQ title and number, submission date, Proponent Name, address, telephone number, email contact, and the name and title of the contact person.
- b. Table of Contents – page numbers should be indicated.
- c. Executive Summary – a short summary of the key features of the Response demonstrating the Proponents understanding of the requirement
- d. Proponent Profile – provide a brief overview of your company or organization including information on previous or present collaborations with other attractions. If applicable, provide the name of contact person, email address and telephone number for the collaborating attraction and the effective dates of similar projects as outlined in this RFPQ.
- e. Response and references– the Proponent should address the following as a minimum:
 - i. Ability to meet the requirements of the Scope of Work as outlined in Section 4.
 - ii. Description of the Solution proposed.
- f. Provide information of the software's product roadmap and/or lifecycle plan
- g. Description of similar Solution implementations:
 - i. Name of project, project manager and location
 - ii. Implementation plan and dates include details on project schedule (ahead/on schedule/behind schedule) and budget (under/on budget/over budget)
 - iii. Describe project scope including methodology and customized requirements of the projects.
 - iv. An independent client contact person who can verify the information provided (name, title, organization, address, phone number, email address) in reference to past projects (include project literature or publications if available)
 - v. Description of service level agreement uptime and the frequency of emergency outages for the past twelve (12) months.
 - vi. Subcontractors or joint venture partner
- h. Financial capability of Proponent
- i. A brief testimonial as to why the Proponent should be short-listed for this project.

Please note: Mandatory items must be submitted or your submission will be disqualified from

the pre-qualification process and will not be allowed to participate in the RFP process, if any.

3.2 Review and Evaluation of Pre-qualification

The Zoo will review the Proposals submitted to determine whether, in the Zoo’s opinion, the Proponent has demonstrated that it has the required experience and qualifications to fulfill the obligations of the services identified in this RFPQ. Only the Proponents based on the pre-determined evaluation criteria will be contacted to participate in the Request for Proposal process. Proponents not selected to move on to the Request for Proposal will be notified in writing.

Pre-qualifications will be evaluated, at the sole discretion of Toronto Zoo, including but not limited to the following criteria:

Scoring Criteria	Detail	Weighting
Ability to meet Functional Requirements, Training and Implementation	Provide functional details of ticketing solution. Provide integration plan, training and implementation details with consideration of current Toronto Zoo technology infrastructure as noted in section 4.2	40%
Company Reputation & Experience	The Proponent shall provide a company overview which includes the number of years in business, financial information, quality program and organizational details. Provide details on your company’s project experience in the past five (5) years. Provide details on past project methodology used for similar implementations as noted in section 3.1	30%
References	References shall include work performed over the last five (5) years of a similar scope from similar clients (including zoos, museums, science centres, major sports venues, etc) and as noted in section 3.1 of the submission requirements	15%
Service Levels	Provide a sample Service Level Agreement that outlines the services that can be expected by the Proponent. This includes a description of service level agreement uptime and the frequency of emergency outages for the past twelve (12) months.	10%
Experience of Key Project Personnel	The Proponent shall provide a list of key personnel for the project and include a resume showing experience in similar work.	5%

Subsequent to the receipt and review of responses, the Zoo reserves the right to issue an RFP for all or part of the requirement described herein or with any Proponent or with any number of

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Proponents concurrently for the purpose of entering into an agreement or to cancel this process in its entirety.

3.3 Notifications and RFP Process

- i. Following the Closing Time and after the review and evaluation of pre-qualification submissions, the Zoo will only notify those Proponents who are selected as being pre-qualified and may be invited to submit their proposal under an RFP process if any.
- ii. Any change in the structure or formation of a short-listed Proponent is prohibited
- iii. The Zoo may unilaterally take the following actions, and shall not be liable for any such actions:
 - a. amend the scope and description of the products and services to be procured under any RFP process as described in this RFPQ, and the qualifications that may be required to meet those requirements. In such event, proposals may be invited from those Proponents who meet the resulting amended requirements;
 - b. reject or accept any or all pre-qualification submission received;
 - c. cancel the RFPQ process at any time and reject all submissions received; or cancel the RFP process.
- iv. The Proponent acknowledges and agrees that any RFPQ is in no way whatsoever, an offer to enter into an agreement and submission of a pre-qualification bid by any Proponent does not in any way whatsoever create a binding agreement. The Proponent acknowledges that the Zoo has no contractual obligations whatsoever arising out of the RFPQ process.
- v. The Proponent acknowledges and agrees that the pre-qualification of a Proponent pursuant to this RFPQ is only a preliminary step in the Zoo's procurement process. Each pre-qualified Proponent will be evaluated further under any subsequent RFP (if required) evaluation process.
- vi. The Toronto Zoo, at their sole discretion, may issue a Request for Proposal to shortlisted RFQ Proponents.

4.0 **Scope of Work**

The scope of work includes the provision of the Solution, implementation, integration and ongoing maintenance and support of the Software

- 4.1 The Solution shall integrate fully with the Zoo's current CRM and GP 2012 also integrate with MS Dynamics, and receive ongoing maintenance and support and shall:
 - a. Address ticketing for admission, events, special exhibits, shows, rides, parking and other user add-ons, including any required seamless interface or integration with any other systems in use at the Zoo, including the Zoo's current CRM and GP systems.
 - b. Meet the needs identified in Appendix I
 - c. Description of the training on the Ticketing system solution for designated Toronto Zoo employees including users and system administrators.
 - d. Acknowledgement of our conservation mandate, preference will be extended to a system with associated sustainability programs.

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- e. Ability to meet the needs of future development that may include increased usage of third party ticket distributors, dynamic pricing, membership sales, customized payment plans/subscription plans, seat map and pricing for assigned seating venue and loyalty rewards program.
 - f. Anticipate the needs of the Zoo that may not have been identified
- 4.2 Should be compatible with the Zoo's technology environment, including:
- a. Cloud based SaaS model.
 - b. Integrate with Zoo's single sign on.
 - c. Office 365 suite of applications.
 - d. MS Dynamics (GP) Accounting

Deliverables

The Proponent is to review the existing Toronto Zoo ticketing systems in place and provide a proposal that would provide a significant improvement in customer service and user interface; must provide a reliable performance system with minimal service disruption (alternatively, a ticketing system which is fully operational at all times); and to provide a positive user, guest, and brand experience. A detailed General and Functional Requirements will be provided to all short-listed Proponents for response and inclusion as part of RFP process.

5.0 Information Disclaimer

- 5.1 The Zoo and its directors, officers, employees, agents, consultants and advisors are not liable or responsible for any verbal or written information, or any advice, or any errors or omissions, which may be contained in this RFPQ or otherwise provided to the Bidder pursuant to this RFPQ.
- 5.2 The Proponent shall conduct its own independent investigations and interpretations and shall not rely on the Zoo with respect to information, advice, or documentation provided by the Zoo. The information contained in this RFPQ is provisional and will be superseded by the RFP and other agreement documents.
- 5.3 The Zoo makes no representation, warranty, or undertaking of with respect to this RFPQ and the Zoo and its directors, officers, employees, agents, consultants and advisors, shall not be liable or responsible for the accuracy or completeness of the information in this RFPQ or any other written or oral information made available to any interested person or its advisors, and any liability however arising, is expressly disclaimed by the Zoo.
- 5.4 Respondents are solely responsible for their own expenses in preparing their submissions for this RFP, and for any meetings, negotiations or discussions with the Toronto Zoo or its representatives and Consultants relating to, or arising from this RFPQ.

Appendix I Ticketing System Requirements

Instructions: If your solution completely meets the identified requirement description, place a Y in the adjoining cell in the **INCLUDED (based functionality)** column. If your solution does not meet the identified requirement description, place a N in the column. If the proposed solution does not satisfy the requirements in full in the "vanilla" version, complete the **COMMENT** column and indicate any solution available or tailoring, customization or other software required along with an indication of additional costs, if any.

LINE #	PRIMARY (MANDATORY) REQUIREMENTS		
	Description	INCLUDED (base functionality) Y or N	COMMENTS
1	Be currently available off-the-shelf - no software development required.		
2	Proven reliability and in operation at a number of attractions including Zoos.		
3	EMV Compliant.		
4	Support Near-field communication (NFC) technology.		
5	Payment Card Industry (PCI) data security standard compliant		
6	Payment processing completed through Chase Paymentech		
7	Utilize Barcoding, RFID and other technologies commonly associated with ticketing		
8	Seamless interface or integration with systems in use at the Zoo, including the CRM and GP systems		
9	Integration with CRM so that member cards can be scanned and validated at admission gate. Member ID, Expiry Date, Type recognized scan data also sent back to CRM to record visit information.		
10	Proven commitment to system development and upgrades to incorporate new and emerging technologies.		
11	Full guest data capture, analytic capabilities and reporting.		
12	Real time communication from all sales platforms with an integrated access control system.		
13	Accommodate the usage volume across all sales platforms, online, self serve, POS, gate access control, reporting, administration etc especially in the peak season without any noticeable difference in performance.		
14	E-commerce site that is specifically branded for the Zoo and is compatible various mobile devices and operating systems.		
15	Ability to process large volumes of e-commerce transactions without requiring queueing, ability to manage queue effectively in exceptionally high volume situations.		

16	User friendly interface/dashboard accessible to Zoo staff to manage the ecommerce page.		
17	Be self-reliant and have the flexibility and scalability to quickly expand, edit, or delete items in real-time without compromise or risk to the functionality and quality of service. The Zoo will control the timing, messaging, and placement of any content on user interfaces.		
18	Mechanism that captures and stores guest information with analytic capabilities and reporting.		
19	Options to manage captured data with respect to privacy regulations.		
20	Guests shall be able to easily access and update their account information in order to provide the Zoo with the most up-to-date information.		
21	Integrate with email service and ability to program parameters for automatically generated emails linked to purchased items.		
22	Operate on stand-alone, self-serve kiosks to sell select tickets as defined by Zoo and ability to deliver multiple ticket formats including barcoded receipt, ticket stock, mobile ticket, wristbands, RFID or other that are generally		
23	User friendly system for Zoo staff to manage graphic display and items available for purchase on ticket kiosks.		
24	High resolution, touch screen, user friendly interface allowing guests to purchase tickets quickly and easily.		
25	Online and self serve kiosks can switch between different languages, guest can select from multiple languages to view information.		
26	Kiosks offer one stop shop for admission, rides, events, parking and in future potentially membership or other items.		
27	Ability to upsell items/donations on all sales platforms, during sale or at checkout.		
28	Ability to specify which upsell will occur based on selected parameters ie specific item added to cart, or all transactions that contain an item type, or all transaction, etc.		
29	Timed and capacity managed ticketing real time across all sales platforms including ticket kiosks, online, onsite POS and third party sellers. All platforms draw from and update same capacity ie if 100 tickets are available they can be sold across all platforms and not exceed 100 tickets sold.		
30	Ability to manage capacity with multiple items available for one event capacity (ie adult, senior, child) or capacity at specific item level.		
31	Capacity can be managed in various ways including by event with tickets purchased over multiple dates, capacity resets each day so specified amount of tickets become available each day, can be specified by day of week ie Mondays, etc.		
32	Capacity and time/date tickets as well as non-capacity/timed tickets can be purchaed within the same transaction.		
33	Work with current parking solution at the Zoo - produce a barcoded parking ticket hard stock or mobile that can be validated at the parking exit gate for egress (Skidata, need to be able to move information from all sales platforms into skidata so barcode can be redeemed to allow exit)		
34	Guests can use intercom or other simillar method to contact Guest Relations from any satellite stand-alone, self-serve kiosks with any inquiries and receive an immediate response.		
35	POS compatible with mobile device ie tablet for staff to do remote sales such as checking in groups at the bus or anywhere on/off Zoo site.		

36	Manage group reservations, payments and entry efficiently.		
37	Manage gift tickets/cards including issuing, redeeming and tracking both predefined and open-value amount. Can be redeemed at all sales platforms including e-commerce site.		
38	Integrated access control that works with standard industry equipment including turnstiles, hand held scanning devices, contact-less scanning, controlled gateless access or other typical entrance control technologies.		
39	Automated alert system in event of any system failure, specified staff alerted and errors logged.		
40	Provide a comprehensive suite of options for reporting and analysis.		
41	Ongoing service and support program to ensure provision of training and help support for all stakeholders		
42	Able to do static, variable and dynamic pricing (experience with Digonex for dynamic pricing)		
43	Able to manage member program including sales and subscription details		
44	Able to customize payment plans/automatic payment/subscriptions		
45	Able to facilitate loyalty rewards program		
46	Able to deliver theatre ticketing including seat map, various pricing levels, ticket release timing, etc		
47	Able to work with third party ticket distributors to sell tickets on behalf of the Zoo		
48	Able to meet retail system needs including sales and inventory management (receiving and ordering of goods, generating Purchase Orders).		