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2014-03-14

**REQUEST FOR PROPOSAL  
TORONTO ZOO  
MARKETING SERVICES - MEMBERSHIP ACQUISITION & RENEWAL PROGRAM  
RFP# 18 (2014-03)**

The Toronto Zoo invites qualified and experienced firms to submit a Proposal to provide marketing services including creative writing, design, production, data and list management to develop and execute the requirements of the Membership Acquisition & Renewal Program.

The Proposal package includes Instructions, Forms, Contract Requirements and General Requirements. Quoted prices shall remain in effect for a period of ninety (90) days from the Proposal due date.

A detailed written proposal (one (1) unbound signed document marked as original, three (3) additional copies marked and one electronic copy in PDF format on CD) in a sealed envelope using the attached submission label included in the RFP, is required by:

**Tuesday, 2014-04-01 Time: 1200 hours (noon, local time)**

Your proposal must be completed, and received by Purchasing & Supply, Toronto Zoo, Administrative-Support Centre, 361A Old Finch Ave., Toronto, Ontario, M1B 5K7.

The Toronto Zoo reserves the right to reject any or all proposals or to accept any proposal, should it deem such an action to be in its interests.

If you have any queries regarding the Request for Proposal, please contact Mr. Peter Vasilopoulos, Supervisor of Purchasing & Supply, at [pvasilopoulos@torontozoo.ca](mailto:pvasilopoulos@torontozoo.ca).

Yours truly,

Paul K. Whittam  
Manager of Financial Services

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**INSTRUCTIONS**

- 1.1 Ensure you have received all pages of the Request for Proposal (RFP) package.
- 1.2 Review and complete all FORMS and RFP requirements and return by due date and time received on or before **Tuesday, 2014-04-01, by 1200 hours (noon)** or your Proposal will not be considered. Include signed copies of any addenda with your proposal package.
- 1.3 Proposals must not be submitted by facsimile, email or any other electronic format.
- 1.4 Provide **four** (4) copies of your proposal, **one** (1) unbound signed and clearly marked as ORIGINAL and **four** (4) copies of the original proposal clearly marked as COPY, and one electronic copy in PDF format on CD in a sealed package or envelope. The original and all copies should be identical (excluding and obvious differences in labeling as noted above).
- 1.5 Toronto Zoo reserves the right to award in whole or in part on the basis of the bids received, Lump Sum Price or Breakdown Price.
- 1.6 The Board of Management of the Toronto Zoo reserves the right to reject and or all Proposals or to accept any Proposal, should it deem such an action to be in its interests.
- 1.7 Use the attached submission label, Appendix I when you submit your response in a sealed envelope or package and deliver to the Toronto Zoo.
- 1.8 All prices submitted shall be quoted in Canadian currency. Prices shall not include any Harmonized Sales Tax (HST) or any other applicable tax(es).
- 1.9 Quotation prices shall remain in effect for a period of ninety (90) days from the Proposal due date. Quote discounts or quantity price breaks separately on FORMS.
- 1.10 Provide references of at least three (3) clients, including contact name, type of services provide, value or number of years services provided, whom your company has performed work of equal size.
- 1.11 It is the responsibility of the Vendor to understand all aspects of the RFP and to obtain clarification if necessary before submitting their Proposal.
- 1.12 The RFP is not a tender and does not constitute an offer, and a Proposal does not constitute a tender or a bid.
- 1.13 The Toronto Zoo will not be under any obligation to enter into a Contract or any other agreement with any entity, including Preferred Proponent in connection with this RFP and Proposal received.
- 1.14 The Income Tax Act requires the Toronto Zoo to withhold income tax on payments the Toronto zoo makes to non-residents providing a service in Canada regardless of the currency in which the invoice is rendered. The tax is remitted to Canada Revenue Agency (CRA) on the non-resident's behalf. This amount withheld may only be reduced or waived by Canada Revenue Agency (CRA). Further information is available at the CRA website, [www.cra-arc.gc.ca](http://www.cra-arc.gc.ca)
- 1.15 If it becomes necessary to revise any part of this RFP, the revisions will be by Addendum posted electronically in Adobe PDF format on the Toronto Zoo's website. Bidders should check the site frequently for any updated information and addenda issued, before the closing date and time.

- 1.16 If you have any technical inquiries about the Membership Acquisition and Retention Marketing Strategy, please contact Ms. Kim Haider, Marketing Manager, at [khaider@torontozoo.ca](mailto:khaider@torontozoo.ca) or (416) 392-5983 OR Ms. Jennifer Tracey, Senior Director, Marketing, Communications and Partnerships at [jtracey@torontozoo.ca](mailto:jtracey@torontozoo.ca) or (416) 392-5936.
- 1.17 If you have any other inquiries about the proposal or contract terms and conditions, please contact Mr. Peter Vasilopoulos, Supervisor, Purchasing & Supply Unit at [pvasilopoulos@torontozoo.ca](mailto:pvasilopoulos@torontozoo.ca) or (416) 392-5916

## **2.0 INTRODUCTION AND BACKGROUND**

### **2.1 Introduction**

The Toronto Zoo is seeking a proposal from a qualified and professional Marketing agency to provide services to develop and execute:

- membership acquisition strategy to acquire NEW members and to INCREASE the Zoo membership base by 1000 NEW memberships per campaign.
- membership retention strategy to increase the current member retention rate to 60%.

The objective of this RFP is to provide the Toronto Zoo with a qualified and professional Proponent to assist the Marketing and Membership Units in generating new strategies and developing new marketing/communications campaigns to secure NEW members to the Toronto Zoo and improve retention rate. It is expected that the membership acquisition campaign is in market for **no later than 2014-05-09**.

Proponent submissions will form the basis for evaluation, interview and selection of a qualified Proponent, if any.

### **2.2 Background**

The Toronto Zoo is Canada's premier zoo that focuses on interactive education and conservation activities and provides a unique wildlife experience that inspires people to live in ways that promote the well-being of the natural world. With an annual attendance of over 1.3 million visitors, it is home to over 5,000 animals representing over 500 species, many of which are threatened or endangered species, on a site of over 700 acres of land with beautiful exhibits mirroring each animals' natural habitat.

Among the largest in the world with stunning natural exhibits, the Toronto Zoo is a leader in advancing knowledge about how animals interact with their environment. The Toronto Zoo was founded for the purpose of exhibiting and conserving a diversity of species within the animal and plant kingdoms. Promoting awareness, environmental protection and sustainability at the forefront, conservation messaging has become an integral part of the Zoo's interactive exhibits and education activities. Committed to conservation, the Toronto Zoo is involved in 17 Species Survival Plans (SSP), performing internationally acclaimed research to save critically endangered species, some on the brinks of extension.

#### Membership Program

Since the Zoo's inception in 1974, the Membership program was developed and introduced for visitors to build support for Zoo education programs and long-term loyalty to the Zoo's mission. Working towards meeting the Zoo's vision, the key mandate of the Membership Unit is to acquire, retain and service an active base of the Zoo members who are inspired to act positively to preserve and protect animal and plant species and conserve resources to enrich our natural world.

The membership program has steadily grown from year to year with members recognizing the value that Zoo educational programs and the onsite experience provide for their families. Various paid membership

categories are offered to provide relevant options for visitors to support the Zoo. Performance of membership household levels by category for the past four (4) years is outlined in the following chart:

<b>MEMBERSHIP BY CATEGORY</b>				
	<b>2013</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>
<b>Family</b>	16,683	15,544	14,027	15,874
<b>Grandparent</b>	463	448	464	477
<b>Dual</b>	5,979	8,327	7,836	7,951
<b>Individual</b>	2,251	2,687	2,322	2,674
<b>Single Family</b>	1,888	1,713	1,377	1,429
<b>Senior</b>	1,856	1,662	1,467	1,459
<b>Student</b>	1,708	1,663	1,551	1,333
<b>Conservation Club</b>	1	24	55	61
<b>Life</b>	256	269	270	279
<b>TOTAL</b>	31,355	32,337	29,369	31,537

Membership pricing for one-year and two-year memberships for the last three (3) years with price increases taking effect from 2011-2013 are as follows:

<b>ONE YEAR - MEMBERSHIP</b>								
	<b>Family</b>	<b>Dual</b>	<b>Single Family</b>	<b>Individual</b>	<b>Senior Couple</b>	<b>Senior Single</b>	<b>Student</b>	<b>Annual Parking</b>
<b>2013*</b>	<b>\$195</b>	<b>\$170</b>	<b>\$150</b>	<b>\$95</b>	<b>\$110</b>	<b>\$60</b>	<b>\$60</b>	<b>\$50</b>
<b>2012</b>	<b>\$160</b>	<b>\$138</b>	<b>\$121</b>	<b>\$77</b>	<b>\$88</b>	<b>\$50</b>	<b>\$50</b>	<b>\$45</b>
<b>2011</b>	<b>\$145</b>	<b>\$125</b>	<b>\$110</b>	<b>\$70</b>	<b>\$80</b>	<b>\$45</b>	<b>\$45</b>	<b>\$45</b>

<b>TWO YEAR - MEMBERSHIP</b>								
	<b>Family</b>	<b>Dual</b>	<b>Single Family</b>	<b>Individual</b>	<b>Senior Couple</b>	<b>Senior Single</b>	<b>Student</b>	<b>Annual Parking</b>
<b>2013*</b>	<b>\$370</b>	<b>\$320</b>	<b>\$280</b>	<b>\$180</b>	<b>\$200</b>	<b>\$115</b>	<b>\$115</b>	<b>\$95</b>
<b>2012</b>	<b>\$271</b>	<b>\$234</b>	<b>\$206</b>	<b>\$131</b>	<b>\$150</b>	<b>\$84</b>	<b>\$84</b>	<b>\$85</b>
<b>2011</b>	<b>\$249</b>	<b>\$219</b>	<b>\$189</b>	<b>\$119</b>	<b>\$139</b>	<b>\$79</b>	<b>\$79</b>	<b>\$85</b>

\*- price change effective May 1, 2013

**Membership Benefits:**

- Unlimited admissions to the Zoo for the duration of the membership (one-year, two-year)
- Exclusive early Giant Panda viewing
- Free Zoomobile rides (seasonal)
- Free subscription to Collections and Newsprints
- Program and Zoo Camp discounts
- Discounts on purchases in the giftshops and restaurant (excluding remote carts)
- Invitation to exclusive “Members Only” events and previews
- Discount admissions to various participating zoos and aquariums

**Marketing Activities:**

The Toronto Zoo promotes and markets the membership program through various avenues including the following:

- Direct mail (renewals)
- Onsite awareness building
- Member publications (Collections and Newsprints)
- Onsite signage and brochures

Membership posters are strategically placed onsite promoting the benefits of the Zoo membership. In addition, special events throughout the summer and shoulder seasons have provided for an increased overall awareness and encouraged new membership sales.

Memberships are sold, renewed and promoted through:

- Onsite
  - Membership office
  - Kiosks (May to September)
  - Admission booths
- Website
- Publications
  - Collections
  - Newsprints
- Direct mail
- Annual visitor’s guide
- Broadcast email
- Corporate partnerships

Renewals:

To encourage retention, two mailing notices are sent out. The first mailing is sent out approximately 60 days prior to expiration, offering a 10% discount if membership is renewed 30+ days prior to expiration. The second mailing is sent out 30 days prior to expiration, offering a 5% discount if membership is renewed prior to expiration.

	2013	2012	2011	2010	2009
Renewal Rate	46.6%	56.1%	55.3%	51.1%	60.2%

In addition to direct mail renewal notices, effective in 2014, a reminder email will be issued 75 days prior to their membership expiration to expiring members who have given consent to membership communication via email for online renewal processing.

The breakdown of expiring memberships for 2014 by month is as per schedule below:

Jan = 500	Feb = 500	Mar = 2,100	Apr = 2,100	May = 4,900	Jun = 4,700
Jul = 4,700	Aug = 4,000	Sep = 1,600	Oct = 1,000	Nov = 400	Dec = 1,100

**3.0 PROJECT SCOPE & DELIVERABLES**

The deliverables from the RFP includes:

1. Strategy Development & Implement Action Plan – ACQUISITION PROGRAM
  - Provide marketing acquisition campaign strategies to generate 1,000 NEW members annually
  - Identify specific strategies for sector niches
  - Plan and development of required materials for campaign to be in market for no later than **Friday May 9, 2014**
  
2. Strategy Development & Implement Action Plan – RENEWAL PROGRAM
  - Provide strategic input to increase membership retention rate to 60.0%
  - Plan and development of required materials to commence Fall 2014.

3. In addition to the above, the preferred Proponent will be responsible for the following:
  - Conduct an initial meeting with Toronto Zoo staff to discuss the plan for the Membership Acquisition & Renewal Program Marketing Strategies;
  - Participate in meetings and consult with Toronto Zoo (Members and Guest Services Branch and Marketing Branch);
  - Provide a critical path for launch of acquisition marketing strategies by 2014-04-25 and to increase current membership by a minimum of 1,000 NEW members per campaign;
  - Provide a critical path for launch of new strategy(ies) to increase membership retention rate to 60.0%.

The Proponent is to provide proposals/concepts and tools including the following:

- Proposal for an acquisition program with no less than three (3) different campaign options for consideration;
- Mock samples of marketing materials to be used for campaign proposal;
- Plans for production and projected costs of necessary marketing materials;
- Critical timeline for execution of acquisition program.

The Proponent is to outline an estimated response rate for each proposed initiatives, based on current industry averages for overall revenue projection purposes.

The Proponent is to identify the lead contact and all personnel/subcontractors who will be assigned to the team. Submission should also include each personnel's experience and qualifications.

The Proponent will indicate whether the agency is currently engaged or previously undertaken any other membership marketing services. If so, please provide listing of current and prior accounts with all pertinent contact information. In addition, a brief description of marketing initiatives undertaken and results achieved.

### **Confidentiality**

The Toronto Zoo's current membership database will be provided to the Preferred Proponent for database review and analysis purposes to better identify target groups.

**Note:** Bidders must accept and acknowledge that, in connection with the performance of the work under any resulting contract, they may have access to certain information, data and materials that are confidential to the Toronto Zoo and which are identified as confidential or would be understood by the parties, exercising reasonable business judgment, to be confidential ("Confidential Information"). Bidders accept that they shall not use, except to perform their obligations under any resulting contract, any Confidential Information.

Bidders must agree to hold any Confidential Information disclosed thereunder in strict confidence and to prevent any unauthorized disclosure or use of such Confidential Information. Upon termination or expiry of any resulting contract, bidders shall immediately return to the Toronto Zoo all confidential information and all copies thereof in any form whatsoever. Team members of each bidder must sign a non-disclosure agreement, included in Appendix B, to be included with each proposal.

## **4.0 PROJECT TIME**

The awarding of the contract is contemplated for a three (3) year execution; however, first year performance will dictate continuation with incumbent for the remaining two (2) years. The estimated budget for the Membership acquisition campaign is in the range of \$30,000 - \$45,000 range. Future year budget allocation may vary from first year allotment.

The Membership renewal programs are currently administered in-house and all direct-mail related hard costs including renewal forms, business reply envelopes, #10 envelope and postage are budgeted within Membership unit cost centre. For 2014, this budget is \$41,000.

**RFP Timelines**

The following timelines are recommended:

<b>TASK</b>	<b>DEADLINES</b>
RFP issued	Thursday, 2014-03-20
RFP submission deadline	Tuesday, 2014-04-01
Interview/Presentation	Friday, 2014-04-04
RFP awarded	Tuesday, 2014-04-08
Kick off meeting with marketing agency	Thursday, 2014-04-10
Final report – acquisition program strategy report	Friday, 2014-04-25
All required materials printed – CAMPAIGN IN MARKET	Friday, 2014-05-09

The RFP process will be governed according to above schedule. Although every attempt will be made to meet all dates listed, the Toronto Zoo reserves the right to modify any or all dates at its sole discretion.

**Implementation**

The Zoo expects development of project work to begin on Thursday, 2014-04-10 and in market on Friday, 2014-05-09.

**5.0 PROPOSAL SUBMISSION REQUIREMENT**

- 5.1 Title page, showing Request for Proposal number.
- 5.2 Proponent’s name, telephone number, authorized signature and contact name on the duly executed Proposal Form
- 5.3 Provide work plan to describe how the project will be achieved. The Proponent’s methodology to achieve the scope of work shall be described in sufficient detail to permit an objective evaluation of the Proposal. The work plan shall clearly describe how the Proponent will approach the project; organize resources, expertise and experience to complete the project and have campaign in market on Friday 2014-05-09. The work plan should also include designated timeliness for draft reports, and draft creative campaign proposals.
- 5.4 Identify all personnel who will be assigned to the project. The team and work plan should clearly address individuals responsible for conducting the various components of the project. Indicate lead person who will be responsible for this project. Provide lead person’s experience and qualifications.
- 5.5 Description of deliverables including strategy and design for this campaign
- 5.6 Guarantee project start immediately following successful confirmation of award of project, and work to implementation and timeline schedule.
- 5.7 Provide the name, location, client reference and brief description of three (3) projects under the direct responsibility of the proponent.



## 6.0 PROPOSAL EVALUATION

The proposal will be evaluated on, but not necessarily limited to, the following evaluation criteria:

- Understanding of project objectives/outcomes, especially development and execution of marketing strategies to increase memberships (30 points)
- Demonstrated performance/experience and qualifications of lead person and team members to be assigned to manage this project (25 points)
- Creativity and effectiveness of proposed strategies including case study of development and executing campaign to grow s, membership (20 points)
- Fee structure for all elements of the project/value of money (20 points)
- References as requested (5 points)

### Stage Two – Interview (if required)

Based on the paper submission proposal scoring, high-scoring Proponents may be asked to attend an interview.

Proponent's presentation of proposal and performance including ability to answer questions

50

The proposals submitted will be evaluated using the evaluation criteria and will be comprehensively reviewed by the Selection Team. It is the sole discretion of the Toronto Zoo to select its Selection Team and to retain additional members and advisors as deemed necessary.

The Selection Team will select one or more proposals which in its sole opinion:

- a) Meets or exceeds the evaluation criteria, including but not limited, as outlined above;
- b) Has a demonstrated track record of success with similar projects, and
- c) Provides the best value, but may not necessarily be the one(s) offering the lowest fees.

All proposal scores and rankings shall be the property of the Toronto Zoo and will not disclose any of the same during or after the evaluation process. Due to budget and time constraints, the Selection Team will not be able to provide debriefs for unsuccessful proponents. By responding to this RFP, the proponents will be deemed to have agreed that the decision of the Selection Team will be final and binding.

## 7.0 DEFINITIONS & GENERAL TERMS

### 7.1 Definitions:

- (a) “**Contract**” means the contract agreement or purchase order issued for the Work required;
- (b) “**Contractor**” means the successful Proponent if any, who enters into the Contract;
- (c) “**Preferred Proponent**” means the Proponent whose Proposal, as determined through the evaluation analysis described in the RFP, provides the best overall value in meeting the Toronto Zoo’s requirements, as determined by the Toronto Zoo, in its absolute discretion, and with whom a Contract will be considered;
- (d) “**Proponent**” means the person, vendor, firm or partnership, consortium or joint venture that submits or intends to submit, a proposal in response to this RFP;
- (e) “**RFP**” means the Request for Proposals document in its entirety, inclusive of any addenda that may be issued by the Toronto Zoo;
- (f) “**Submission**” and /or “**Proposal**” means the Proponent’s written reply or submission in response to this RFP;
- (g) “**Toronto Zoo**” or “**Board**” means the Board of Management of the Toronto Zoo;
- (h) “**Work**” means all work required under these documents, and in accordance with the Contract Requirements, General Requirements, and Specifications;

### 7.2 Vendor Assurance:

Unless otherwise stated, the goods, material, articles, equipment, work or services, specified or called for in or under this Proposal, shall be delivered or completely performed, as the case may be, by the Vendor as soon as possible and in any event within the period set out herein as the guaranteed period of delivery or completion.

### 7.3 Country of Origin:

Whenever possible, the goods, materials, articles or equipment, specified or called for in or under this Proposal, shall be of Canadian origin and manufacture.

### 7.4 Invoicing:

Unless otherwise indicated herein, the prices stated are payable in Canadian Funds at the head office of the Toronto Zoo. Harmonized Sales Tax (HST) where applicable shall each be shown as a separate item. The Vendor’s GST registration number must be indicated on the invoice.

The Vendor shall clearly show any special charges as separate items on the invoice.

Payments to non-resident Vendors may be subject to withholding taxes under the Income Tax Act (Canada). Unless a non-resident Vendor provides the Toronto Zoo with a letter from Revenue Canada Taxation waiving the withholding requirements, the Toronto Zoo will withhold the taxes it determines are required under the Income Tax Act (Canada).

### 7.5 Right to Cancel:

The Toronto Zoo shall have the right to cancel at any time this Proposal or any contract or any part of any contract resulting from this Proposal in respect of the goods, material, articles, equipment, work or services set out in this Proposal or any such contract or part of such contract, not delivered

or performed at the time of such cancellation, and the Toronto Zoo will not be responsible to make any payments in respect of any such goods, materials, articles, equipment, work or services and shall not incur any liability whatsoever in respect thereto.

In the event that the Vendor fails or neglects by any act or omission to comply with any of the conditions set out herein, this Proposal or any contract resulting from this Proposal may be unconditionally cancelled by the Toronto Zoo without notice to the Vendor.

**7.6 Interest:**

The Bidder/Proponent shall not be entitled to any interest upon any bill on account of delay in its approval by the Toronto Zoo.

**7.7 Official Agreement:**

No verbal arrangement or agreement, relating to the goods, material, articles, equipment, work or services, specified or called for under this Proposal, will be considered binding, and every notice advice or other communication pertaining thereto, must be in writing and signed by a duly authorized person.

**7.8 Indemnity:**

The Vendor shall at all times well and truly save, defend, keep harmless and fully indemnify the Toronto Zoo, the City of Toronto, the Toronto & Region Conservation Authority, and their servants, employees, officers, agents and invitees, from and against all actions, suits, claims, demands, losses, costs, charges, damages, and expenses, brought or made against or incurred by their servants, officers, employees, agents or invitees in any way relating, directly or indirectly, to goods, material, articles or equipment supplied or to be supplied, or to the supplying of goods or services, pursuant to this Proposal, or any other claim, action, suit, demand, loss, cost, charge, damage or expense relating to copyright, trademark or patent with regard directly or indirectly with any such goods, services, material, articles or equipment or the supply or performance thereof.

**7.9 Information Privacy:**

The Vendor shall comply with the conditions of the Personal Information Protection and Electronic Documents Act (PIPED Act) when receiving, manipulating and mailing materials containing Toronto Zoo donor and member data, as well as in the handling of any rented or traded lists. The Vendor's policy regarding the PIPED Act should be equal in comparison to that of the Toronto Zoo's policy and procedures.

**7.10 Insurance.** The Preferred Proponent shall effect, maintain and keep in force, at its sole cost and expense and satisfactory to the CEO as to form and substance the insurance described below:

7.10.1 The Preferred Proponent shall be required to arrange, pay for and maintain in force at all times at the Proponent's expense such comprehensive policies of insurance as applicable to persons undertaking the Work, including liability and professional liability (errors and omissions) coverage which are to be written in amounts, with deductible limits and terms that shall be subject to the approval of the CEO at all times.

7.10.2 The Preferred Proponent shall provide certified copies of such insurance or a certificate(s) of insurance as determined by, and upon request of, the Toronto Zoo.

7.10.3 Standard automobile liability insurance for all licensed owned/leased vehicles of the Preferred Proponent, utilized in the performance of the work, provided that the policy is in the amount of not less than two million dollars (\$2,000,000) per occurrence in request of any one incident.

7.10.4 The Preferred Proponent shall deliver to the Board evidence of the insurance required prior to the commencement of the agreement, inform and detail satisfactory to the CEO.

7.10.5 All insurance policies shall be endorsed to provide a minimum advance written notice of not less than thirty (30) days, in the event of cancellation, termination or reduction in coverage or limits, such notice to be made to the CEO.

**7.11 Guaranty of Proposal:**

All goods, material, articles, equipment, work or services, specified or called for in or under this Proposal, shall be supplied or performed at the price or process and on the basis set forth or referred to in and in accordance with the offer and this Proposal. The basis on which this Proposal is given shall include any specifications, plans, price schedules, samples, addenda or other details pertaining thereto, or provided in connection therewith.

**7.12 Formal Contract:**

The Vendor may be required and shall, if requested by the Toronto Zoo, execute and enter into a formal contract that is satisfactory to the solicitor for the Toronto Zoo, in order to document the contract resulting from this Proposal and to embody indemnity and related provisions that in the opinion of such solicitor are required to protect the Toronto Zoo.

**7.13 Warranty of Product:**

The Vendor warrants any goods, material, articles or equipment, to be supplied under or pursuant to this Proposal, that is or are to be made or used for particular purpose, will be fit and suitable for that purpose.

**7.14 Environmental Commitment – G.I.P.P.E.R.**

G.I.P.P.E.R. Statement of Principle – The Toronto Zoo in 1990-07-23, adopted the following G.I.P.P.E.R. (Governments Incorporating Procurement Policies to Eliminate Refuse Committee) Statement of Principle in order to contribute to waste reduction and to further the development and awareness of Environmentally Sound Purchasing.

“In order to contribute to waste reduction and to increase the development and awareness of Environmentally Sound Purchasing, acquisitions of goods and services will ensure that wherever possible specifications are amended to provide for the expanded use of durable products, reusable products and products (including those used in services) that contain the maximum level of post-consumer waste and/or recyclable content, without significantly affecting the intended use of the products or service. It is recognized that cost analysis is required in order to ensure that the products are made available at competitive prices”

All vendors are encouraged to be pro-active in assisting the Toronto Zoo in achieving this principle. Alternative goods & services, suggested by the Vendor, addressing the above principle will be considered by the Toronto Zoo, within a reasonable price range.

**7.15 Proposal/Quotation Costs:**

The proponent shall bear all costs and expenses with respect to the preparation and submission of its proposal/quotation costs and the bidder participation in the proposal/quotation/proposal costs process, including, but not limited to: site visits and inspections, all information gathering processes, interviews, preparing responses to questions or requests for clarification from the Toronto Zoo, preparation of questions for the Toronto Zoo, and contract discussions and negotiations.

The Toronto Zoo shall not be responsible for or liable to pay any proposal/quotation costs of any proponent regardless of the conduct or outcome of the proposal/quotation Request, Purchase Order process or Contract process.

**7.16 Copyright:**

All final custom designs, artwork, etc. shall become the property of the Toronto Zoo. The Toronto Zoo shall retain sole copyright of all work that is developed or created at the request of the Toronto Zoo and the vendor shall have no rights of sale or production other than the use for personal promotion of the author.

If the Proponent finds discrepancies in or omissions from these Specifications or if he/she is in doubt as to their meaning, he/she shall notify the Toronto Zoo, who may issue a written addendum. The Toronto Zoo will make oral interpretations of the meaning of these documents and drawings.

If an addendum(s) are issued by the Toronto Zoo during the proposal period, such addendum(s) must be acknowledged by the Proponent in writing in their pricing submission.

**7.17 Toronto Zoo Rights and Options Reserved:**

The Toronto Zoo reserves the right to award the contract to any proponent who will best serve the interest of the Toronto Zoo. The Toronto Zoo reserves the right, in its sole discretion, to exercise the following rights and options with respect to the proposal submission, evaluation and selection process under this RFP:

- (a) To reject any or all proposals;
- (b) To re-issue this RFP at any time prior to award of work;
- (c) To cancel this RFP with or without issuing another RFP;
- (d) To supplement, amend, substitute or otherwise modify this RFP at any time prior to selection of one or more proponents for negotiation;
- (e) To accept or reject any or all of the items in any proposal and award the work in whole or in part;
- (f) To waive any informality, defect, non-responsiveness and/or deviation from this RFP and its requirements;
- (g) To permit or reject at the Toronto Zoo's sole discretion, amendments (including information inadvertently omitted), modifications, alterations and/or corrections of proposals by some or all of the proponents following proposal submission;
- (h) To request that some or all of the proponents modify proposals based upon the Toronto Zoo's review and evaluation;
- (i) To request additional or clarifying information or more detailed information from any proponent at any time, before or after proposal submission, including information inadvertently omitted by the proponent.

**7.18 Performance:**

All work to be done under the Contract shall be done to the satisfaction of the Toronto Zoo or their representative authorized to act for them, and the materials and process of preparation and manufacture shall at all times be subject to their examination and inspection and rejection in any stage of the preparation or manufacture.

**7.19 Co-ordination of Work:**

The proponent shall co-ordinate all work with the Toronto Zoo or their representative authorized to act for them, to ensure co-ordination and timely execution of service.

**7.20 Governing Law:**

This RFP and proposal submitted in response to it and the process contemplated by this RFP shall be governed by the laws of the Province of Ontario. Any dispute arising out of this RFP or this RFP process will be determined by a court competent jurisdiction in the Province of Ontario.

**8.0 SUBMISSION FORMS**

The undersigned Proponent having reviewed and fully understood the RFP and all terms and requirements of the RFP and all terms and conditions of the RFP and information provided, hereby submits the attached Proposal and supporting materials (“the Proposal”) in accordance.

I/We, hereby, have received, allowed for and included as part of our submission all issued Addendum numbered \_\_\_\_\_.

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

This form must be completed, properly signed and received on or before the date and time specified or your Proposal will not be considered. Proposal prices shall remain in effect for a period of ninety (90) days from the Proposal due date.

By signing and submitting this proposal, you are agreeing to the release of your proposal information, as deemed necessary by the Board, in order to conduct business associated with this proposal or project.

<b>COMPANY INFORMATION</b>	
<b>Company Name:</b>	
Name of authorized Signing Officer	Title:
Signature:	Date:
Contact Name:	Title:
Address:	
Telephone #:	Fax #:
Email:	Web Site:
HST #:	

**8.1 LIST OF SUB-CONTRACTORS**

The Proponent (contractor) is responsible for all pricing with all subcontractors.

The Proponent submits that in proposing the under mentioned subcontractors, the Bidder has consulted each and have ascertained to our completed satisfaction that those names are fully acquainted with the extent and nature of the work and that they will execute their work with the requirements of the bid documents.

The Proponent proposes to sublet the following portions of the Work to the persons, firms, or corporations indicated below:

Work or services to be provided	Name/address of sub-contractor or person	Telephone

- Insert “Own Forces” for every portion of the **Work** which the contractor will be performing without a subcontractor.
- Bidder shall specify nature of work for each “Other” sub-contract

## 8.2 PROPONENT REFERENCES:



Provide the names of three (3) client reference, noting contact person and telephone number for each that illustrate your company/organization's ability to supply and deliver the goods and/or services required by the Toronto Zoo that are subject to this RFP that have been completed in the past four (4) years (include samples with Proposal package):

<b>Customer name</b>	<b>Contact name and Phone No.</b>	<b>Project Name/Type of services provided</b>

By submitting this information, I/We hereby authorize the Toronto Zoo for this RFP to contact the above listed individuals and companies to verify the information contained in my/our Proposal and to ask whatever questions the Toronto Zoo deems necessary to determine my/our suitability as a Bidder. The information obtained in these additional reference checks will be included in the evaluation of the RFP submission

**NOTICE OF NO BID**

**INSTRUCTIONS:**

It is important to the Toronto Zoo to receive a reply from all invited bidders. If you are unable, or do not wish to submit a bid, please complete the following portions of this form. State your reason for not bidding by checking the applicable box(es) or by explaining briefly in the space provided. It is not necessary to return any other Request for Proposal/Quotation/Tender documents or forms. Please just return this completed form by fax or by mail prior to the official closing date. **Purchasing and Supply Fax Number: (416) 392-6711 or by email to [purchasing@torontozoo.ca](mailto:purchasing@torontozoo.ca).**

A Proposal/Quotation/Tender is not submitted for the following reason(s):			
<input type="checkbox"/>	Project/quantity too large.	<input type="checkbox"/>	Project/quantity too small.
<input type="checkbox"/>	We do not offer services or commodities to these requirements	<input type="checkbox"/>	Cannot meet delivery or completion requirement
<input type="checkbox"/>	We do not offer this service or commodity.	<input type="checkbox"/>	Agreements with other company do not permit us to sell directly.
<input type="checkbox"/>	Cannot handle due to present commitments.	<input type="checkbox"/>	Licensing restrictions
<input type="checkbox"/>	Unable to bid competitively.	<input type="checkbox"/>	We do not wish to bid on this service or commodity in the future.
<input type="checkbox"/>	Insufficient information to prepare quote/proposal/tender	<input type="checkbox"/>	Specifications are not sufficiently defined
<input type="checkbox"/>	We are unable to meet bonding or insurance requirements.	<input type="checkbox"/>	

<u>Other reasons or additional comments (please explain):</u>  
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Company Name:	
Address	
Contact Person:	
Signature of Company Representative:	
Date:	
Phone Number:	
Email address	
Fax Number:	

**SUBMISSION LABEL**

This address label should be printed and affixed to the front of your sealed tender, quotation and proposal envelope/package submission. Toronto Zoo will not be held responsible for envelopes and packages that are not properly labelled or submitted to an address other than the one listed on this label.

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Vendor Name \_\_\_\_\_

**RFP 18 (2014-03) –MARKETING SERVICES - MEMBERSHIP ACQUISITION &  
RENEWAL PROGRAM**

**Closing: Tuesday, 2014-04-01, 12:00 (noon) local time**

**TO BE RETURNED TO**

**TORONTO ZOO  
SUPERVISOR, PURCHASING & SUPPLY  
ADMINISTRATIVE SUPPORT CENTRE  
361A OLD FINCH AVE.  
TORONTO, ONTARIO  
M1B 5K7**