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**Chief Executive Officer**  
John Tracogna

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Robin D. Hale

2017-08-25

**REQUEST FOR PRE-QUALIFICATION  
TICKETING SYSTEM SOLUTION  
RFPQ 32 (2017-08)**

The Toronto Zoo is issuing this Requests 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 (RFQ)

Please provide **four (4)** copies of your proposal, **one (1)** unbound signed and clearly marked as ORIGINAL and **three (3)** copies of the original proposal clearly marked as COPY and **one (1)** electronic copy (Microsoft Word or Adobe Acrobat PDF) on a CD or flash drive in a sealed package or envelope. The original and all copies should be identical (excluding any obvious differences in labeling as noted above).

**Due Date:** Proposal to be delivered to the office of **Purchasing & Supply, Toronto Zoo, Administrative Support Centre, 361A Old Finch Ave., Toronto, Ontario, M1B 5K7** by:

**Thursday, 2017-09-14 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 proposal, please contact Mr. Peter Vasilopoulos, Supervisor of Purchasing & Supply at [pvasilopoulos@torontozoo.ca](mailto:pvasilopoulos@torontozoo.ca).

Yours truly,

Robin D. Hale  
Chief Operating Officer

**1.0 Background**

The annual attendance for the Toronto Zoo (the Zoo) averages 1.3 million visitors and the Zoo is open every day except December 25. The attendance count fluctuates seasonally with peak season experienced from May to October.

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 tickets for admission, rides and parking in an efficient manner. Secondly, the system must provide a flexible and efficient process whereby individual or group(s) can gain admission to the facility by paid, discounted or complimentary ticketing.

**1.1 Introduction**

The Zoo currently uses Admits point-of-sale system for all admission transactions; Microsoft Customer Relations Management (CRM) for member, donor and prospect database system; Hartmann Access Management Software for parking system for staff and member annual parking use; and Canadian Parking Equipment smart card parking solution for day users.

Applications In Use That Will Be Replaced	
Admission	Admits POS
Rides	Admits POS/RMS POS/Pay on Foot stations
Parking – smart card daily users	Hartman Access Management Software
Applications Outside The Scope Of This Pre-qualification	
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 admission, ride and parking operations, 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 point-of-sale/ticketing system shall ensure that a system is in place to handle all individual and group admission transactions, onsite and online, and sales and redemptions of any other user-fee products as defined by management. In addition to the admission financial transactions, at full or discounted value, the system must also be capable of serving as a group reservation database and periodic attendance tracking system. Currently, there is another point-of-sale/ticketing system in use at the Zoo and the proposed point-of-sale/ticketing system will require integration with this system for a single and combined reporting of admission sales and attendance count. 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, firstly, CRM database houses member visitation tracking as captured by the point-of-sale; secondly, point-of-sale records need constant updating of member activation and deactivation to correctly admit only members with active membership.

In addition to the point-of-sale/ticketing system, the Toronto Zoo is also looking for a parking system (preferably integrated with POS/Ticketing) to provide the equipment, technology and supplies to ensure guests at the Toronto Zoo are able to enter and exit the various paid parking lots in an orderly and efficient manner.

**TICKETING SYSTEM**

Annual attendance is approximately 1.3 million and the Toronto Zoo is open every day except December 25<sup>th</sup>. Attendance count fluctuates seasonally as follows:

January & February	15,000 monthly
March	55,000
April	85,000
May	160,000
June	190,000
July & August	250,000 monthly
September & October	110,000 monthly
November & December	30,000 monthly

**Admission Point-of-Sale**

The Toronto Zoo can have as many as 14 point-of-sale stations to sell admission tickets to the Zoo. In addition, there is one point-of-sale station and as many as three manual foot lanes to process admissions for members and pre-paid/online ticket holders –guest admissions that do not require any financial transactions to gain admission to the Zoo. Staff at the three manual foot lanes make use of an access control system, scanning barcoded membership cards and online ticket vouchers/passes for validation of membership and deactivation of online ticket vouchers/passes before admission to the Zoo.

**Group Reservation Database**

The Toronto Zoo’s admission point-of-sale system also serves as a reservation database system. In excess of 3,000 reservations are processed annually from school and corporate group bookings. Bookings are received either by phone, email or online. Each booking is entered in the group reservation database system based on planned visit date (as opposed to booking date) and generates a booking confirmation/quote. Groups are recorded in the reservation system based on visit date to ensure attendance count for the day are correctly tracked. Guest Services staff email booking confirmations to respective contact individuals along with arrival instructions for admission processing. On the day of the group visit, 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). Most group bookings are done without any further financial transaction, however, some bigger corporate groups are processed in the system with a required deposit payment transacted on date of payment transaction but attendance is tracked only on actual date of visit/event.

**Attendance Tracking**

The point-of-sale system also facilitates the periodic attendance reporting based on all admission transactions processed. Attendance-related products are specifically tagged for inclusion in the periodic attendance reporting. In addition, all scanned admissions from members, online buyers and other prepaid pass holders are added to the total guest count for

the day. Attendance reporting is generally pulled daily, monthly and annually or any other periodic range as required by management.

Ride Point-of-Sale

The Toronto Zoo offers many rides and adventures to add to the guest zoo experience. Rides operate seasonally and are weather dependent. Currently, there are three operating rides and two adventures at the Zoo – Zoomobile, Carousel, Tundra Air rides and a Ropes Course adventure and a planned Tree Top Trek adventure in 2018. Ride and adventure tickets are available for purchase at any of the admission point-of-sale terminals mentioned above as well as three ride ticket booths onsite. In addition, there are also stand-alone solar-powered ticketing stations available at the Tundra Air ride and ropes course adventure for the public to purchase their ride and adventure tickets whenever ticket booth staff is not available. Upon purchase of a ride pass, dispensed receipt is presented to Ride staff of respective ride for redemption. The following presents the ridership for each ride in the past three years:

<b>RIDERSHIP</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
Zoomobile (Apr – Sep)	231,700	165,600	169,700
Carousel Ride (Feb – Nov)	113,600	106,100	105,000
Tundra Air (Mar – Dec)	32,000	31,100	22,300
Ropes Course (Apr – Oct)	16,300	21,200	25,000

PARKING OPERATION

The Toronto Zoo currently utilizes four parking lots:

	Capacity	Site conditions & comments
Lot 1 (Main Lot)	1,940	Paved, line-painted; hard-wired connection to all required services
Lot 2	1,000	Paved, line-painted; wireless connection to main server
Lot 3	400	Grass/gravel sections, limited electrical access; wireless connection to main server
Lot 4	600	Grass/gravel sections, limited electrical access; wireless connection to main server

Annually, the parking facility services approximately 300,000 vehicles.

Paid parking operation is in effect year-round and, presently, the Toronto Zoo uses a free-mode lane access entry system to enter the parking lots. In Lot 1, all four (4) entry lanes are controlled by a bar-gate that is triggered to lift up upon approach by any vehicle. In Lot 2, the two (2) entry lanes are controlled by a bar-gate that is triggered to lift up upon approach by any vehicle. In Lots 3 & 4, each lot has one (1) entry lane controlled by a bar-gate that is triggered to lift up upon approach by any vehicle.

Parking operation begins in Lot 1 and when it approaches full capacity, Security staff divert inbound vehicle flow away from the Lot 1 to overflow parking Lot 2. In the event Lot 1 and 2 are full, the overflow traffic is diverted to lots 3 and 4 in sequence as each lot fills up. Parking operation returns to Lot 1 if sufficient space is available as determined by Security staff, which monitors the vehicle flow and direction of traffic at the parking lots. The Zoo does not use any form of technology to track the number of vehicles in each lot or to identify the number of unoccupied spaces and is dependent on Security staff to manually monitor vehicle flow and capacity. We are expecting the proposed system to provide a solution to this issue.

Usage and vehicle traffic flow to the various parking lots varies based on the time of the year, day of the week, weather condition and scheduled of events.

### Parking

Currently, the flat rate is \$12 per vehicle and applicable to all available parking lots. Guests entering parking lot, excluding members, volunteers and staff, pay for parking use along with admission tickets to the Zoo at any open admission booths. A programmable card is issued to be inserted in the parking equipment to exit the parking lot.

One self-service pay-on-foot station is available to the public to pay for parking and a programmable card will be dispensed to be fed in the parking equipment at exit to get out of parking lot. The pay-on-foot station accepts only major credit cards as means of payment.

At the end of the day, staff are deployed to each parking exit terminals to retrieve programmable cards for use the following business day. Currently, the Zoo has approximately 3,200 programmable cards in stock. Each card costs in excess of \$12 each and can only be purchased from a single source vendor from Germany. We would expect a lower cost solution in the future

### Annual Pass

In addition, during peak season, the Zoo has in excess of 600 staff and volunteers requiring annual parking pass. Also, the Zoo has in excess of 20,000 members (out of approximately 30,000+ active household members) who are annual parking pass holders. All staff, volunteers and members are issued programmable parking cards, which are scanned to exit parking lots. Cards are programmed for single scan each day during the life of staff employment, volunteer participation and active membership at the Zoo

As a non-profit organization, the Zoo is under strict budgetary pressure from the City for continued reduction in expenditures to mitigate any appropriation requirement from the City. In our effort to find ways to reduce operating expenditures, it is the objective for the proposed ticketing solution to provide alternate means of selling admission, ride and parking passes to the Zoo outside the brick and mortar structure of a ticketing station. That is, have the capability to provide automated, stand-alone, self-serve stations to sell admission, ride and parking passes. It is expected that the proposed solution will be equipped with the required administrative and security controls to ensure single ticket is dispensed for each ticket purchased and devaluation controls to ensure single redemption of each ticket.

## 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 admission, ride and parking 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.



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### 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

Proponents are requested to submit one (1) unbound signed and marked as original and three (3) copies and one (1) electronic copy, Microsoft Word or PDF copy, on jump drive of their RFPQ marked

"RFPQ 32 (2017-08) - Ticketing System"  
Peter Vasilopoulos, Supervisor, Purchasing & Supply,  
Toronto Zoo  
361A Old Finch Avenue,  
Toronto, ON, M1B 5K7.

Submissions must be received on or before: **12:00 noon, local time, on Thursday, 2017-09-14**

Questions concerning the contract terms and condition of this RFPQ, please contact Peter Vasilopoulos, Supervisor, Purchasing & Supply at 416-392-5916 or [pvasilopoulos@torontozoo.ca](mailto:pvasilopoulos@torontozoo.ca).  
**Deadline for written questions is Tuesday 2017-09-05**

Questions concerning the technical requirements of this RFPQ, please contact Rey de Guzman, Manager, Member & Guest Services at 416-392-9103 or [rdeguzman@torontozoo.ca](mailto:rdeguzman@torontozoo.ca)

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.

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- 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 Admission, Rides and Parking 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 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 systems and receive ongoing maintenance and support and shall:

- a. Be currently available off-the-shelf – this is not a request for software development.
- b. Proven reliability and in operation at a number of attractions in a similar business environment as the Zoo (site visits to other attractions may be required).
- c. Be Europay, MasterCard, and Visa (EMV) standard compliant.
- d. Support Near-field communication (NFC) technology to avail of efficiency opportunities.
- e. Be Payment Card Industry (PCI) data security standard compliant.
- f. Support various Mobile applications (IOS and Android).
- g. Must support Barcoding, Mag-stripe, Proximity card and other technologies that generally work with this type of system.
- h. Address admission, ride and parking operations, 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.
- i. Capability to capitalize on new and emerging technologies with full guest data capture, analytic capabilities and reporting.
- j. Provide real time communication with an Access control system such that all bar codes issued, voided or otherwise changed in status are updated instantly on the access control system.
- k. An e-commerce component that is specifically branded for the Zoo and will be integral in the success of the solution.
- l. Be self-reliant and have the flexibility and scalability to quickly expand, edit, or delete in real-time in order to support specific events or campaigns and without compromise or risk to the functionality and the desired quality of service. The Zoo will control the timing, messaging, and placement of any content as it pertains to events and campaigns.
- m. Mechanism that captures and stores guest information per purchase, transaction, and/or donation. The information stored can then be shared by other functional components of the Zoo's overall solution: ticketing sales, donor tracking, customer relationship management, and marketing automation. 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.
- n. Capability to provide a branded e-mail solution integrated within all platforms and functionalities found in system.
- o. Provide a stand-alone, self-serve point-of-sale stations to sell admission, ride and parking tickets
- p. Improve on the current parking operation and expedite entry in and egress out of the parking lots;
- q. Allow guests to contact remotely Guest Services from any satellite stand-alone, self-serve point-of-sale stations with any inquiries and receive an immediate response.
- r. Provide a comprehensive suite of options for reporting and analysis;
- s. Accommodate the volume usage, especially in the peak season, and inclement weather

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- conditions experienced at the Toronto Zoo;
  - t. Ongoing service and support program to ensure provision of training and help support and processes for all stakeholders.
  - u. Description of the training on the Ticketing system solution for designated Toronto Zoo employees who are operate/system administrators or users of the system.
  - v. Acknowledgement of our conservation mandate, preference will be extended to a system with an associated sustainable program such as packaging,
  - w. 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. Security based on Microsoft Active Directory
  - b. Microsoft Windows server 2012R2
  - c. Microsoft SQL Server 2014
  - d. Cisco switches and firewalls
  - e. Outlook and Microsoft Exchange On-Line
  - f. Microsoft windows 8.1/10 workstations
  - g. Microsoft Office 2013/2016
  - h. SSRS writer
  - i. WPA2-PSK wireless security device
  - j. MS Dynamics (GP) Accounting

### Deliverables

The Proponent is to review the existing Toronto Zoo point-of-sale and parking 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 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 Consultant 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.