

To: Board of Management

From: Peter Evans
Acting Chief Executive Officer

Subject: **PUBLIC PRIVATE PARTNERSHIPS**

Date: 2010-02-09

Summary:

This report provides the Board with background information on the Zoo's approach to public private partnerships. The Zoo supports partnerships with the private sector, providing these arrangements are in the best interest of the Zoo.

Recommendations:

It is recommended that this report be received for information.

Background:

At the meeting of the Fundraising & Sponsorship Committee on 2009-01-25, the subject of private/public partnerships was discussed as a source of capital funds for the Zoo. The Committee passed the following motion:

“On motion by Councillor Mammoliti, the Committee directed the Acting Chief Executive Officer to prepare a report for the February Board of Management meeting on public/private partnerships for discussion.”

The Zoo has a policy that covers use of Zoo lands by external parties, based on a position adopted by the Board of Management on 1990-02-05 (refer to Attachment 1). The policy sets out the process for the review and approval of unsolicited proposals from external parties. Essentially, Zoo staff research and analyze the proposal and if the proposal is deemed to be in the interest of the Zoo, a report is submitted to the Board of Management for consideration.

Comments/Discussion:

The City recently prepared a document to guide City departments and agencies in developing successful public/private ventures. The document entitled “Public Interest Partnerships – Framework for Development” is appended as Attachment 2.

The framework consists of four phases: project development and consultation; procurement process; approval and communication; and, operation. As noted on the top of page 2:

“The first stage of the partnership process is the most important. All remaining stages are built upon this foundation. Before a project should proceed to the procurement stage, the proposed partnership should have:

- *Clearly articulated public interest objectives AND private interest objectives*
- *A catalogue of benefits & risks that have been tested for plausibility with the relevant stakeholders, potential partners and independent advisors*
- *Strong political support*
- *A procurement plan with milestones, checkpoints and exits*
- *A communications plan”*

In the past, the Zoo has received many proposals from external proponents seeking a partnership arrangement. Some of these were unsolicited proposals, when no formal Request For Proposal (RFP) was planned or issued. As well, we have received proposals through the issuance of a formal RFP, for example in 1998 for the Front Entrance. In each case, Zoo staff thoroughly analyze the proposal, and consider the advantages, disadvantages, and operating and capital costs. Proposals that have merit are brought forward to the Board for consideration and approval. In other words, we go through a similar process as described above in the City’s framework for public/private partnerships.

The Zoo is seeking public private partnerships at the present time. Currently the Zoo is preparing a Request for Proposal for a large-scale biogas facility, to be built on Zoo land by a third party on a design/build/own/operate basis. In this case a third party is necessary to provide capital and technical expertise. Additionally, as directed by the Board in October 2009, the Zoo will be issuing an RFP to seek proposals from interested parties to develop the Front Entrance, including the parking lot, admissions and the front courtyard.

Peter Evans
Chief Executive Officer

List of Attachments:

1. External Use of Zoo Lands Policy (ADM-009)
2. Public Interest Partnerships – Framework for Development