



## STAFF REPORT ACTION REQUIRED

### Recruitment and Selection Process for Citizen Members of the Toronto Zoo Board of Management

<b>Date:</b>	March 12, 2007
<b>To:</b>	Executive Committee
<b>From:</b>	City Manager
<b>Wards:</b>	All
<b>Reference Number:</b>	

#### **SUMMARY**

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At its February 2007 meeting, City Council approved a change of the Board of Management of the Toronto Zoo and requested the City Manager develop the eligibility, qualifications, and recruitment and selection process in consultation with the Chief Executive Officer of the Toronto Zoo.

The previous Zoo Board composition included six members of Council, three members nominated by the Toronto Zoo Foundation Board and two scientific citizen members. The amended Zoo Board composition includes six members of Council, one member nominated by the Toronto Zoo Foundation Board and four citizen members. The total composition remains at eleven members.

The Toronto Zoo has proposed that all four citizen members be recruited by the Board of Management using the “by invitation process” to ensure the citizen members have specific skills and experience to support the Zoo in its future work and planned initiatives. The Zoo has also proposed that the residency requirement for citizen members be waived.

The City Manager is recommending that two citizen members be selected by invitation as is currently the case and two citizens be recruited through an open advertised process. Using a combination of processes will enable recruitment of individuals with specific skills, qualifications and experience while at the same time ensuring representation on the board from the broader Toronto community.

Appendix D.12 attached to this report outlines the eligibility requirements and sets out the recruitment and selection process.

## **RECOMMENDATIONS**

The City Manager recommends that:

1. City Council amend the City's Public Appointments Policy by replacing Appendix D.12 with the revised Appendix D.12 attached to this report that sets out the eligibility requirements, necessary qualifications, and recruitment and selection process for citizen members on the Toronto Zoo Board of Management; and
2. City Council maintain the residency requirement for citizen members on the City's Agencies, Boards and Commissions, including the Toronto Zoo Board of Management, as provided for in the Public Appointments Policy adopted by City Council in September 2006.

### **Implementation Points**

The publicly advertised recruitment and selection process for the 2 citizen members will begin immediately after City Council approval of the recommendations in this report.

### **Equity Impact Statement**

The publicly advertised recruitment and selection process for the two citizen members will follow the procedures outlined in the Public Appointments Policy to ensure City appointments reflect the geographic distribution and diversity of Toronto.

The Nominating Panel of the Toronto Zoo Board of Management is encouraged to implement a selection strategy for the two high-profile/scientist citizen members that support the diversity and equity objectives in the Public Appointments Policy.

The Public Appointments Policy requires the Toronto Zoo to ensure policies are in place to meet the equity needs of incoming board members and support full participation of all board members.

### **Financial Impact Statement**

Costs related to advertising for the recruitment of the Zoo Board citizen members from the Toronto community at large is approximately \$5000. Funds are available in the 2007 base budget for this type of recruitment activity pending approval of the 2007 operating budget. No additional funds are required.

The Chief Financial Officer and Deputy City Manager has reviewed this report and concurs with the financial impact statement.

## **DECISION HISTORY**

Recruitment and Selection Process for Citizen Members of the Toronto Zoo Board of Management

At its meeting on February 5, 6, 7 and 8, 2007, City Council approved changes to the composition of the Board of Management of the Toronto Zoo as recommended by the Board. Two positions formerly nominated by the Toronto Zoo Foundation Board (the Foundation) are to be replaced by two citizens at large. In addition, City Council requested that the City Manager consult with the Chief Executive Officer (CEO) of the Toronto Zoo and report to the Executive Committee on the eligibility requirements, qualifications, and recruitment and selection process for the citizen members including any necessary amendments to the Public Appointments Policy resulting from the change in composition of the Board. This report responds to this request.

## **ISSUE BACKGROUND**

Prior to the change in composition of the Zoo Board approved by City Council in February 2007, the Zoo Foundation nominated 3 citizens and the Zoo Board recruited “by invitation” 2 scientist positions. The scientist positions were highly specialized with few qualified candidates. Although all members were required to be residents of Toronto in accordance with Council policy, meeting both the residency requirements and the stringent qualifications was a challenge.

At its meeting of December 19, 2006, the Toronto Zoo Board recommended that City Council adopt changes to the composition of the Board to ensure the board has the necessary skills and qualifications to move forward with a number of major initiatives. These include the North Site Redevelopment Project, the Learning Centre and the Regional Centre of Expertise for Education and Sustainable Development. In addition, the Board approved a recruitment and selection process for the new citizen members. However, changes to the recruitment process require Council approval and subsequently, the Executive Committee requested that the City Manager report on the recommended eligibility, qualifications, and recruitment and selection process in consultation with the CEO of the Toronto Zoo.

Staff from the City Manager’s Office and the CEO of the Zoo discussed options relating to the recruitment and selection process for the new citizen members.

The Toronto Zoo has proposed extending the “by invitation process” designed for the former scientist positions to apply to the selection of all four citizen members in the new composition. The City Manager has proposed an alternate option for the recruitment and selection of two of the four citizen members. The CEO of the Toronto Zoo has also requested that the requirement that citizen appointees be residents of Toronto be waived for the Zoo. This is not recommended at this time.

## **COMMENTS**

### **A. Option 1 – Nomination by Invitation Process Proposed by the Toronto Zoo**

The Toronto Zoo is recommending that the 2 new citizen members and 2 citizen members with scientific backgrounds be recruited by invitation by the Board of Management. A nominating committee, comprised of the Chair, Vice Chair and one other

Board member, would be responsible for selecting and recommending the nominees to City Council through the Civic Appointments Committee.

In addition, the Toronto Zoo is recommending that the 2 citizen members with scientific backgrounds be modified to be 2 citizen members with broader skills and experience not only scientific backgrounds. The Toronto Zoo recognizes that representation from the education and scientific field is important but suggests it needs to be balanced with business, philanthropic and community skills and experience among the four citizen members.

The Toronto Zoo is proposing the following qualifications for the four citizen members:

- i) significant achievements in a scientific, education, philanthropic or business discipline;
- ii) senior level experience in a private, public or non-government organization;
- iii) a reputation for excellence in their field, such that they are recognized and respected by their professional colleagues;
- iv) the ability to access and influence decision makers within their respective communities;
- v) an interest and commitment in zoos and the role that zoos play in wildlife conservation; and
- vi) a commitment to the Toronto Zoo's vision that relates well to its future direction and strategic objectives.

The Toronto Zoo is recommending the nomination by invitation process for all 4 citizen members as they would like to recruit high-profile individuals for the board to ensure that the citizen members have qualifications that fit well with the governance role of the Toronto Zoo Board and the Toronto Zoo's planned future initiatives.

#### **B. Option 2 – Nomination by Invitation and Advertised Recruitment Process Proposed by the City Manager**

The City Manager's Office recognizes that the Zoo Board needs to have citizen members with the necessary skills and experience to support the Zoo in its future work and new initiatives. However, an open, competitive and equitable appointments process can attract well qualified candidates and encourages broad participation of residents in the democratic functioning of the City. The City Manager's Office recommends that the existing by invitation process continue to be used for two scientific/high-profile members and the media advertised recruitment process be used to fill the other 2 citizen positions.

After consultation with the CEO of the Zoo, it is recommended that the 2 citizen members recruited through a publicly advertised process possess the following skills and experience:

- i) commitment to or interest in issues affecting zoos and wildlife conservation programs;
- ii) specific expertise in one of the following areas: business; public/private enterprises; community service; financial management;

- iv) understanding of public services, governance and senior board level corporate relations; and
- vi) highly developed skills in strategic planning, leadership and partnership development.

### **C. Residency Requirement for the Toronto Zoo Board of Management**

The Toronto Zoo has requested that the residency requirement for the citizen board members be waived. The Toronto Zoo indicates that given the geographic location of the Zoo and the fact that the Zoo attracts visitors and is involved in many programs beyond the City boundaries, representation on the Zoo Board of Management should be open to individuals who reside outside of Toronto. In addition, the Zoo Board is concerned that skilled candidates may have to be deemed ineligible solely because of residency even in cases where they work in Toronto for an institution that is a key partner of the Zoo.

The City Manager's Office recognizes that the Toronto Zoo attracts visitors who reside outside of Toronto and is involved in a variety of local, regional, national and international programs. However, given that the fees paid by visitors are subsidized by the City of Toronto tax base, citizen members on the Zoo Board should represent the residents of Toronto. It is not recommended that the residency requirement be waived for the citizen members on the Toronto Zoo Board of Management at this time.

However, the Toronto Zoo Nominating Panel in selecting the two high-profile citizen members can request, on a case-by-case basis, that City Council waive the residency requirement outlined in the Public Appointments Policy for an individual nominee. Additionally, if at a future date, the funding base of the Toronto Zoo is enhanced by other government funding, the City can review the residency requirements for citizen members on the Board at that time.

## **CONTACT**

Nancy Autton, Manager - Strategic and Corporate Policy  
City Manager's Office  
Phone: 416-397-0306  
Fax: 416-696-3645  
Email: [nautton@toronto.ca](mailto:nautton@toronto.ca)

Fiona Murray, Senior Corporate Management and Policy Consultant – Strategic and Corporate Policy  
City Manager's Office  
Phone: 416-397-5214  
Fax: 416-696-3645  
Email: [fmurray@toronto.ca](mailto:fmurray@toronto.ca)

## **SIGNATURE**

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City Manager

**ATTACHMENTS**

Appendix A – Appendix D.12, Zoo Board of Management – Public Appointments Policy

## Zoo Board of Management

### Nomination Process – Interest Group, Invitation and Advertised Recruitment

The Toronto Zoo Foundation nominates 1 member (Interest Group).

The 2 high-profile citizen members are selected by the Zoo Nominating Panel composed of members of the Toronto Zoo Board of Management (Invitation). The Zoo Nominating Panel recruits, interviews and selects 2 citizens for nomination to the Toronto Zoo Board of Management. The Panel submits its nominees to the City's Civic Appointments Committee for recommendation to Council.

The 2 citizen-at-large members are recruited through City-wide media advertising, screened against Council approved qualifications by a City staff team and short-listed by the Civic Appointments Committee. The Civic Appointments Committee interviews short-listed candidates and nominates candidates for approval by City Council.

#### Agency Profile

The Toronto Zoo is Canada's premier zoo known for its interactive education and conservation activities. As a unique wildlife experience, the Toronto Zoo inspires people to live in ways that promote the well-being of the natural world.

The Toronto Zoo has over 5000 animals and 1.2 million visitors per year. At 287 hectares (710 acres) the Toronto Zoo is one of the largest zoos in the world. There are four major indoor pavilions, several smaller indoor viewing areas and numerous outdoor exhibits. The Toronto Zoo is a leader in conservation, education and research with innovative programs to save endangered species and conserve natural habitat.

The Toronto Zoo is funded by the City of Toronto; revenue from zoo visitors and memberships in the Toronto Zoo Foundation; and donations.

#### Board Responsibilities

The Toronto Zoo is owned by the City of Toronto and operated on behalf of the City by a Board of Management. The Board of Management is responsible for oversight of the Toronto Zoo and approval of certain financial and contractual obligations.

The Board is responsible for the following specific matters:

- works with the Toronto Zoo staff to develop strategic plans, goals and policies for the Toronto Zoo and ensures that these plans are efficiently and effectively implemented;

## Zoo Board of Management

- approves the annual operating and capital budgets for recommendation to Council;
- hires and evaluates the Chief Executive Officer, who is responsible for the day-to-day administration of the Toronto Zoo and its staff;
- considers matters relevant to the management and delivery of quality programs and services; and
- is accountable for the Toronto Zoo's activities and for ensuring that it complies with all applicable legislation.

**Term of Office** Four years coincident with the term of Council

**Composition** The Board of Management consists of 11 members:

- 6 Members of Council
- 1 Toronto Zoo Foundation nominee (Interest Group)
- 2 high-profile/scientist members (Invitation)
- 2 citizen members (Advertised Recruitment)

**Qualifications** The Toronto Zoo Foundation nominees are directors on the Zoo Foundation Board.

Qualifications for the 2 high-profile positions include:

- (a) significant achievements in a scientific, education, philanthropic or business discipline;
- (b) senior level experience in a private, public or non-government organization;
- (c) a reputation for excellence in their field, such that they are recognized and respected by their professional colleagues;
- (d) the ability to access and influence decision makers within their respective communities;
- (e) a reputation for excellence in their field, such that they are recognized and respected by their professional colleagues.
- (f) an interest and commitment in zoos and the role that zoos play in wildlife conservation; and
- (g) a commitment to the Toronto Zoo's vision that relates well to its future direction and strategic objectives.

Qualifications for the 2 citizen members include:

- (i) commitment to or interest in issues affecting zoos and wildlife conservation programs;
- (ii) specific expertise in one of the following areas: business; public/private enterprises; community service; financial



**Zoo Board of Management**

- management;
- (iii) understanding of public services, governance and senior board level corporate relations; and
- (iv) highly developed skills in strategic planning, leadership and partnership development.

**Meetings** The Board meets approximately ten times per year or more frequently at the call of the Chair

**Remuneration** No remuneration is paid to board members