



## STAFF REPORT ACTION REQUIRED

### Follow-up Report on the Recruitment and Selection Process for Citizen Members of the Toronto Zoo Board of Management

<b>Date:</b>	May 14, 2007
<b>To:</b>	Executive Committee
<b>From:</b>	City Manager
<b>Wards:</b>	All
<b>Reference Number:</b>	

#### **SUMMARY**

---

The recommendations in this report replace the recommendations in the March 12, 2007 report from the City Manager, which was deferred by the Executive Committee on March 26, 2007. The Executive Committee directed the City Manager to report back after further discussions with the Chair of the Toronto Zoo, Chair of the Civic Appointments Committee and interested Executive Committee members.

It is still recommended that 2 of the citizen nominees be selected by invitation by the Board of Management of the Zoo and 2 at-large members be recruited through an open advertised process. However, this report recommends that the screening and short-listing process for the 2 at-large advertised positions be conducted by the Zoo Nominating Panel rather than the Civic Appointments Committee. The Zoo Nominating Panel will recommend 4 to 6 qualified and diverse candidates and the Civic Appointments Committee will conduct the interviews and recommend the 2 nominees.

The other 2 high-profile citizen positions will be selected by the Zoo Nominating Panel through the invitation process, and submitted to the Civic Appointments Committee for recommendation to Council. The revised Appendix D.12 outlines the qualifications required for both the 2 high-profile positions selected through the invitation process and the 2 citizen positions selected through the advertised recruitment process.

Using a combination of processes will enable the recruitment of individuals with specific skills, qualifications and experience while at the same time ensuring representation on the board from the broader Toronto community. The Zoo Nominating Panel may also request that the Civic Appointments Committee recommend to Council that the residency requirement be waived for individual nominees on a case-by-case basis.

## **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 necessary qualifications and recruitment and selection processes for citizen members on the Toronto Zoo Board of Management; and
2. the residency requirement for citizen members on the Toronto Zoo Board of Management be maintained, as provided for in the Public Appointments Policy adopted by City Council in September 2006, noting that the Zoo Nominating Panel may request the Civic Appointments Committee to recommend that Council waive the residency requirement for individual nominees on a case-by-case basis.

### **Implementation Points**

The publicly advertised recruitment and selection process for 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 2 at-large citizen members will follow the requirements outlined in the Public Appointments Policy to ensure City appointments reflect geographic distribution and the diversity of the community.

The Nominating Panel of the Toronto Zoo Board of Management is encouraged to implement a selection strategy for the 2 high-profile/scientist citizen members that supports 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 operating budget for this type of recruitment activity. 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**

At its meeting on March 26, 2007, the Executive Committee deferred consideration of the report from the City Manager respecting the Recruitment and Selection Process for Citizen Members of the Toronto Zoo Board of Management, and requested the City Manager, together with the Chair of the Toronto Zoo, Chair of the Civic Appointments Committee and interested Executive Committee Members, to discuss the issue further.

<http://www.toronto.ca/legdocs/mmis/2007/ex/bgrd/backgroundfile-2049.pdf>

## **ISSUE BACKGROUND**

As directed by the Executive Committee, discussions were held on May 7, 2007, with the Chair of the Toronto Zoo, Chair of the Civic Appointments Committee, interested members of the Executive Committee, the CEO of the Toronto Zoo and staff from the City Manager's Office regarding issues related to the recruitment and selection process for the new citizen members. All Executive Committee members were polled to determine their interest in participating.

## **COMMENTS**

The Toronto Zoo has proposed that all 4 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 also proposed that the residency requirement for citizen members be waived.

The March 12, 2007 report from the City Manager proposed that the residency requirement be maintained, and:

- (a) the 2 high-profile citizen members be selected through the invitation process by the Zoo Nominating Panel, and the Nominating Panel would recruit, short-list, interview and submit recommended nominees to the City's Civic Appointments Committee for recommendation to Council; and
- (b) the 2 at-large citizen members be recruited through City-wide media advertising process, screened against Council approved qualifications by a City staff team, and the Civic Appointments Committee would short-list, interview and recommend nominees to Council.

The discussion on May 7, 2007, focused on finding common ground that reflects the principles of good governance and Council's desire to appoint qualified candidates who reflect the geographic distribution and diversity of the community. The resulting changes are noted above in the Summary section and are included in the revised Appendix D.12 to this report.

The Toronto Zoo has proposed the following qualifications for the two citizen members recruited by invitation:

- 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.

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.

No change is being recommended to the residency requirement for citizen members on the Zoo Board. However, to ensure that the Zoo Board can attract qualified, high-profile individuals, the Civic Appointments Committee, on request of the Zoo Nominating Panel, may recommend that City Council waive the residency requirement outlined in the Public Appointments Policy for individual nominees on a case-by-case basis.

## **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**

---

City Manager

## **ATTACHMENTS**

Appendix A – Revised 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/scientist citizen members are selected by the Zoo Nominating Panel composed of Councillors on the Toronto Zoo Board of Management (Invitation). The Zoo Nominating Panel recruits, interviews and selects 2 citizens for nomination to the City's Civic Appointments Committee for recommendation to Council.

The 2 at-large citizen members are recruited through City-wide media advertising, screened against Council approved qualifications by the Zoo Nominating Panel with consideration given to the diversity analysis. The Zoo Nominating Panel recommends a short list of selected candidates that is reasonably larger than the number of positions to be filled (e.g., 2 to 3 candidates for each of the 2 positions). The Civic Appointments Committee interviews short-listed candidates and recommends nominees to Council for appointment.

#### 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 nominee is a director on the Zoo Foundation Board.

Qualifications for the 2 high-profile/scientist members 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 management;

**Zoo Board of 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