

## **Board Composition and Recruitment Process for Ted Reeve Arena**

<b>Date:</b>	August 13, 2007
<b>To:</b>	Executive Committee
<b>From:</b>	Shirley Hoy, City Manager
<b>Wards:</b>	Ward 32
<b>Reference Number:</b>	

### **SUMMARY**

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This report recommends a revised composition for the board of Ted Reeve Arena and an open and transparent recruitment process that enhances engagement of the local community.

### **RECOMMENDATIONS**

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The City Manager recommends that:

1. City Council adopt a new board structure for Ted Reeve Arena consisting of:
  - (a) the Ward 32 Councillor;
  - (b) 8 community members;
  - (c) 2 non-voting staff members from the local Police Services Division and Parks, Forestry and Recreation Division; and
  - (d) 1 non-voting representative of the Sports Centre Design and Management Limited; and
  - (e) from among the voting members, the Chair and Treasurer will be elected by the Board at its inaugural meeting;
  
2. Council approve the qualifications for the 8 community members as follows:
  - (a) an interest and commitment to volunteering and community development;
  - (b) a range of skills or experience such as fundraising, financial management, sports facility operation, event planning, amateur and children's sports development in the community, managing in the non-profit sector, law, or marketing;

- (c) a majority of members residing in the area bounded by Danforth Avenue, Victoria Park, Broadview Avenue and Lake Ontario;
  - (d) experience playing, organizing or coaching minor hockey among at least 3 members, including at least 1 member with experience in women's hockey;
  - (e) at least 1 member with experience playing, organizing or coaching minor lacrosse in; and
  - (f) at least 1 youth member;
3. Council approve an open and transparent advertised recruitment process in accordance with the Advertised Process in the Public Appointments Policy with:
    - (a) emphasis on local community advertising;
    - (b) a selection panel comprised of the Ward 32 Councillor and one other member of the Toronto East York Community Council;
    - (c) appointment by the Toronto East York Community Council;
  4. Council authorize the City Manager to amend the Public Appointments Policy for Arena Boards to reflect the recommended changes for Ted Reeve Arena and direct the City Manager to work with other arena boards to revise their recruitment processes using the Ted Reeve process as a model;
  5. the City Manager initiate the recruitment process with the objective of appointing the new board before the end of the year; and
  6. the City Solicitor give notice to the Toronto East Arena Gardens Incorporated of termination of the 1954 agreement with the City of Toronto and thank the membership for their long service and dedication to the arena.

## **Financial Impact**

The advertising costs for Board recruitment will be sourced from Ted Reeve Arena revenues.

## **Equity Impact**

The recruitment process recommended in this report is consistent with the Public Appointments Policy objectives for recruiting and selecting boards that reflect the diversity of the community that they serve. One position has been recommended specifically for a youth representative and one for women's hockey. An open advertised competition will broaden the applicant pool. As with other recruitment processes, this board will be included in the City's diversity analysis.

## **DECISION HISTORY**

Toronto East York Community Council (TEYCC) has authority to appoint citizen members to the Board of Ted Reeve Arena as nominated; however, Council approval is required if the Community Council makes any amendments to the composition of the

board. At the April 2007 TEYCC meeting, nominations for citizen appointees to the Board of Ted Reeve Arena were considered. TEYCC did not approve the slate of citizen nominees put forward by the Board of Ted Reeve Arena as selected by the Toronto East Arena Gardens Inc. TEYCC instead recommended to Council that the City Manager undertake a governance review and recommend a recruitment process that would engage the local community. An interim Board comprised of the local Councillor and 2 City staff was appointed until such time as the new board could be put in place. Council also decided that a sub-committee of the TEYCC was to conduct the selection process for recommendation to TEYCC for approval.

## **ISSUE BACKGROUND**

In the 1950s, a large group of citizens active in the community formed a non-profit organization called the Toronto East Arena Gardens Inc. (TEAGI) and raised \$125,000 to help build an arena. In 1954, the former City of Toronto signed an agreement with TEAGI where the City was to accept this money in exchange for establishing a community-based board to operate the arena. For many years, TEAGI has nominated the members of the Ted Reeve Arena Board.

Incremental changes to the governance structure of the Ted Reeve Board, such as small changes to the Board composition, have occurred over time, but there has never been a comprehensive review of the overall governance model for the Board. There has been a lack of turnover on the Board with some members serving for many years despite the 2-term limit in Council's Public Appointments Policy. The TEAGI membership has dwindled in numbers over the last 53 years.

During the course of this review, two public meetings were held in the local community to discuss the governance and recruitment issues. Understandably, members of the TEAGI Board expressed some concerns about the proposed change. However, there was significant support for a more open and transparent recruitment process that would provide an opportunity for the broader community to be engaged in managing the arena. Community members recommended a designated youth representative, a women's hockey representative, and broadly supported a policy of selecting a majority of members from the immediate local community.

## **COMMENTS**

There are three key governance matters to consider: the composition of the Board, the qualifications required to manage the arena and the recruitment process for Board members.

The current Board has seven members, including the Ward Councillor. In the past the Board members have often had informal affiliation to user groups such as hockey or lacrosse leagues. While this informal affiliation has legitimacy because it represents the needs of user groups, it does not ensure broad community participation or a diverse skill,

demographic or cultural base on the Ted Reeve Board. For this reason a richer framework is needed to ensure the Board's potential is achieved.

The recommended new Board composition expands the Board to 9 voting members from 7 and adds 3 non-voting members who will receive agendas and minutes and participate in discussions. The voting members would bring the community perspective and the skills and experience needed to oversee the business of the arena. The non-voting members would bring the City staff perspective and additional skills, a policing interest, and represent the interests of the private sector operator of the covered arena on site.

The recommended Board composition includes:

Voting members:

- the Ward Councillor
- 3 members with experience organizing or coaching minor hockey (including 1 person with experience organizing or coaching women's hockey)
- 1 member with experience organizing or coaching minor lacrosse
- 1 youth member
- 3 members at large from the local community

Non-voting members:

- 2 staff representatives from Police and Parks, Forestry and Recreation
- 1 representative of the Sports Centre Design and Management Limited.

The general eligibility for the Board recommended is:

- must be 18 or older
- a majority of the board should reside in the catchment area bounded by Danforth Avenue, Victoria Park, Broadview Avenue and Lake Ontario

The desired qualifications for the Board include:

- an interest and commitment to volunteering and community development in the local community; and
- a skill set or experience useful to the Board such as in fundraising, financial management, sports facility operations, event planning, amateur and children's sports development in the community, managing in the non-profit sector, law, or marketing.

In accordance with existing City policy, the term on the Board will be 4 years coincident with the term of City Council and no person on the Board shall serve more than two consecutive terms. The Chair and the Treasurer of the Board shall be selected by the Board itself once in office.

Since the appointments to the new Board will take effect in the second year of this term, the balance of this term shall be considered the first full term of Board appointments.

The recruitment process will use a variety of means to advertise including a recruitment ad in the community newspaper, flyers in the arena, local libraries, community buildings

and schools, and word of mouth. Any member of TEAGI may apply, subject to not having already reached the maximum allowable two consecutive terms.

The screening of applications for eligibility and qualifications will be completed by City staff from the City Manager's Office and Parks, Forestry and Recreation. For the initial recruitment, a member of the Toronto East Arena Gardens Inc. will be invited to participate in the screening process. A 2-member sub-committee of the Toronto-East York Community Council will short-list qualified candidates, conduct interviews, and nominate a slate for appointment by the Toronto East York Community Council.

It is also recommended that the City Solicitor, in accordance with the 1954 Agreement, give notice to the Toronto East Arena Gardens Inc. that the agreement is terminated.

## **CONTACT**

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## **SIGNATURE**

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