



361A Old Finch Ave.
Toronto, ON M1B 5K7
www.torontozoo.com

Telephone: 416-392-5900
Fax: 416-392-5934

Chair
Joe Torzsok

Chief Executive Officer
John Tracogna

Chief Operating Officer
Robin D. Hale

2014-12-01

**REQUEST FOR PROPOSAL
RFP 63 (2014-12)
RECRUITMENT OF FOUNDATION BOARD MEMBERS**

The Toronto Zoo is requesting proposals from qualified professional consulting services in the recruitment and selection of members for the start-up board of a new foundation entity created to raise funds for the Toronto Zoo. The successful firm ("Supplier") will advise the Toronto Zoo's Chief Executive Officer and will assist with the sourcing and assessment of candidates for the new Board.

The Proposal package includes Instructions, Scope of Work, Terms & Conditions, Requirements, and Forms. Prices provided in your Proposal shall remain in effect for a period of ninety (90) days from the Proposal due date.

Due Date: Your proposal must be received at the office of the Purchasing & Supply Supervisor, Toronto Zoo, Administrative-Support Centre, 361A Old Finch Ave., Toronto, Ontario, M1B 5K7 by:

Friday, 2014-12-19, 1200 hours (noon, local time)

The Board of Management of the Toronto Zoo reserves the right to reject any or all Proposals or to accept any Proposal, should it deem such an action to be in its interests.

If you have any queries regarding the Proposal, please contact Peter Vasilopoulos, Purchasing & Supply Supervisor, at (416) 392-5916. Deadline for written questions is Monday 2014-12-15 at 1200 hours (noon) local time.

Yours truly,

Robin D. Hale
Chief Operating Officer

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INSTRUCTIONS

1. Ensure that you have received all **16** pages of the RFP package.
2. 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 (on a CD, DVD or memory stick) in a sealed package or envelope. The original and all copies should be identical (excluding any obvious differences in labeling as noted above).
3. Your sealed proposal including all forms must be completed, and received by Purchasing & Supply, Toronto Zoo, Administrative-Support Centre, 361A Old Finch Ave., Toronto, Ontario, M1B 5K7 by **Friday, 2014-12-19, at 12:00 (noon) local time** or your proposal will not be considered
4. Include signed copies of any addenda with your proposal package.
5. All copies of all pages of the Proposal should be printed in duplex (i.e. on both sides of the pages) and 11 point font.
6. Proposals must not be submitted by facsimile or email or any other electronic means.
7. Proponent shall be permitted to withdraw their Proposal after the Proposal has been delivered to the Purchasing & Supply Unit at any time up to the official closing time by submitting a written request from the Proponent to the Supervisor, Purchasing & Supply, prior to the stipulated closing date and time specified for the RFP closing. Proponents will not be allowed to withdraw their Proposal following the RFP stipulated closing date and time.
8. All proposals will be irrevocable for a period of ninety (90) days from the date of the proposal deadline.
9. If it becomes necessary to revise any part of this RFP, the revisions will be by Addendum posted electronically in Adobe PDF format on the Toronto Zoo's website. Bidders should check the site frequently for any updated information and addenda issued, before the closing date and time.
10. Unless otherwise indicated herein, the prices stated are payable in Canadian Funds, HST excluded.
11. If applicable, suggested alternative products or services are acceptable, however all such products must be quoted separately and should not replace the Toronto Zoo requested product or service.
12. For any questions concerning the RFP process including instructions and contract terms and conditions of this RFP, please contact:

Peter Vasilopoulos
Supervisor, Purchasing and Supply
Tel: 416-392-5916
Fax: 416-392-6711
E-mail: pvasilopoulos@torontozoo.ca

For any technical queries concerning the event of this RFP, please contact:

Robin D. Hale
Chief Operating Officer
Tel: 416-392-5913
Email: rhale@torontozoo.ca

13. Deadline for written questions is Monday, 2014-12-15, at 1200 hours (noon) local time.

1.0 DEFINITIONS AND GENERAL PROVISIONS

1.1 Definitions:

- a) **“Chief Executive Officer”** means the CEO of the Board of Management of the Toronto Zoo;
- b) **“Chief Operating Officer”** means the COO of the Board of Management of the Toronto Zoo;
- c) **“Contract”** means the contract agreement issued for the Work required;
- d) **“Contract Price”** means the price payable under the contract to the contractor, being the Proposal Price eventually accepted by the Board of Management of the Toronto Zoo subject to any changes pursuant to the Contract Requirements;
- e) **“Contractor”**, means the Preferred Proponent if any, who enters into the Contract;
- f) **“Preferred Proponent”** means the Proponent whose Proposal provides the best value and meets the Toronto Zoo’s requirements as determined by the Toronto Zoo, in its absolute discretion, through the evaluation analysis and with whom the Toronto Zoo may negotiate and with whom a Contract, if any, will be considered
- g) **“Proponent”** means an individual or company that submits or intends to submit, a proposal in response to this Request for Proposal
- h) **“Toronto Zoo”** or the **“Board”** means the Board of Management of the Toronto Zoo;
- i) **“Work”** means all work required under these documents, and in accordance with the Contract Requirements, General Requirements, and Specifications;

1.2 Proponent Assurance:

Unless otherwise stated, the goods, material, articles, equipment, work or services, specified or called for in or under this Proposal, shall be delivered or completely performed, as the case may be, by the Proponent as soon as possible and in any event within the period set out herein as the guaranteed period of delivery or completion.

1.3 Country of Origin:

Whenever possible, the goods, materials, articles, or equipment specified or called for in or under this Proposal, shall be of Canadian origin and manufacture.

1.4 Invoicing:

Unless otherwise indicated herein, the prices stated are payable in Canadian Funds at the head office of the Toronto Zoo. Provincial Sales Tax and Harmonized Sales Tax/Goods and Services Tax where applicable shall each be shown as a separate item. The Proponent’s HST/GST registration number must be indicated on the invoice.

The Proponent shall clearly show any special charges as separate items on the invoice.

Payments to non-resident Proponents may be subject to withholding taxes under the Income Tax Act (Canada). Unless a non-resident Proponent provides the Toronto Zoo with a letter from Revenue Canada Taxation waiving the withholding requirements, the Toronto Zoo will withhold the taxes it determines are required under the Income Tax Act (Canada). Further information is available at the [CRA website, www.cra-arc.gc.ca](http://www.cra-arc.gc.ca)

1.5 Right to Cancel:

The Toronto Zoo shall have the right to cancel at any time this Proposal or any contract or any part of any contract resulting from this Proposal in respect of the goods, material, articles, equipment, work or services set out in this Proposal or any such contract or part of such contract, not delivered or performed at the time of such cancellation, and the Toronto Zoo will not be responsible to make

any payments in respect of any such goods, materials, articles, equipment, work or services and shall not incur any liability whatsoever in respect thereto.

In the event that the Proponent fails or neglects by any act or omission to comply with any of the conditions set out herein, this Proposal or any contract resulting from this Proposal may be unconditionally cancelled by the Toronto Zoo without notice to the Proponent.

1.6 Interest:

The Bidder/Proponent shall not be entitled to any interest upon any bill on account of delay in its approval by the Toronto Zoo.

1.7 Official Agreement:

No verbal arrangement or agreement, relating to the goods, material, articles, equipment, work or services, specified or called for under this Proposal, will be considered binding, and every notice advice or other communication pertaining thereto, must be in writing and signed by a duly authorized person.

1.8 Insurance and Policies

Provide minimum \$2,000,000 general liability insurance in respect of injury or death to a single person or for property damage in a manner satisfactory to the Chief Operating Officer must be maintained through the Project and included in the Fee Proposal.

All insurance policies shall be endorsed to provide a minimum advance written notice of not less than thirty (30) days, in the event of cancellation, termination or reduction in coverage or limits, such notice to be made to the Chief Operating Officer.

The Proponent shall, as applicable, conform to and enforce strict compliance with the Occupational Health and Safety Act and for purposes of the Act be designated as the "constructor" for the Service.

The Proponent must adhere to all relevant Zoo policies, including, but not limited to, the Contractor Safety Policy, Working in the Vicinity of Animal Containments Policy and the Vehicles on Site Policy, copies of which the Chief Operating Officer, Toronto Zoo, shall supply to the Preferred Proponent.

1.9 Indemnity:

The Proponent shall at all times well and truly save, defend, keep harmless and fully indemnify the Toronto Zoo, the Board of Management of the Toronto Zoo, the City of Toronto, the Toronto & Region Conservation Authority, and their servants, employees, officers, agents and invitees, from and against all actions, suits, claims, demands, losses, costs, charges, damages, and expenses, brought or made against or incurred by their servants, officers, employees, agents or invitees in any way relating, directly or indirectly, to goods, material, articles or equipment supplied or to be supplied, or to the supplying of goods or services, pursuant to this Proposal, or any other claim, action, suit, demand, loss, cost, charge, damage or expense relating to copyright, trademark or patent with regard directly or indirectly with any such goods, services, material, articles or equipment or the supply or performance thereof.

1.10 Governing Law

This RFP and any Proposal submitted in response to it and the process contemplated by this RFP including any ensuing Agreement shall be governed by the laws of the Province of Ontario. Any dispute arising out of this RFP or this RFP process will be determined by a court of competent jurisdiction in the Province of Ontario.

1.11 Guaranty of Proposal:

All goods, material, articles, equipment, work or services, specified or called for in or under this Proposal, shall be supplied or performed at the price or process and on the basis set forth or referred to in and in accordance with the offer and this Proposal. The basis on which this Proposal is given shall include any specifications, plans, price schedules, samples, addenda or other details pertaining thereto, or provided in connection therewith.

1.12 Award:

The Preferred Proponent will receive confirmation through a Purchase Order or if requested by the Toronto Zoo, execute and enter into a formal contract that is satisfactory to the solicitor for the Toronto Zoo, in order to document the contract resulting from this Proposal and to embody indemnity and related provisions that in the opinion of such solicitor are required to protect the Toronto Zoo.

1.13 Proposal/Quotation Costs:

The proponent shall bear all costs and expenses with respect to the preparation and submission of its proposal/quotation and participation in the proposal/quotation/proposal costs process, including, but not limited to: site visits and inspections, information gathering processes, interviews, preparing responses to questions or requests for clarification from the Toronto Zoo, and contract discussions and negotiations.

The Toronto Zoo shall not be responsible for or liable to pay any proposal/quotation costs of any proponent regardless of the conduct or outcome of the proposal/quotation Request, Purchase Order process or Contract process.

1.14 Copyright:

The final product, video and related materials is to be for the exclusive use of the Toronto Zoo. The Toronto Zoo shall be the only and sole owner of the product, video and related materials for the sole and unfettered use by the Toronto Zoo. Upon payment of the of the said product, video and related materials by the Toronto Zoo, the successful bidder shall have no hold, proprietary claim, ownership, use of any kind, intellectual or otherwise nor shall there be any restrictions place on the final product, video and related products by the successful bidder. By submitting a Proposal in this response to this RFP, the Bidder shall thereby acknowledge and agrees that the Toronto Zoo has exclusive ownership and sole and unfettered use of this final product, video and related products.

1.15 Addendum

If the Proponent finds discrepancies in or omissions from these Specifications or if he/she is in doubt as to their meaning, he/she shall notify the Toronto Zoo, who may issue a written addendum. The Toronto Zoo will make oral interpretations of the meaning of these documents and drawings.

If an addendum(s) are issued by the Toronto Zoo during the proposal period, such addendum(s) must be acknowledged by the Proponent in writing in their pricing submission.

1.16 Toronto Zoo Rights and Options Reserved:

The Toronto Zoo reserves the right to award the contract to any proponent who will best serve the interest of the Toronto Zoo. The Toronto Zoo reserves the right, in its sole discretion, to exercise the following rights and options with respect to the proposal submission, evaluation and selection process under this RFP:

- (a) To reject any or all proposals;

- (b) To re-issue this RFP at any time prior to award of work;
- (c) To cancel this RFP with or without issuing another RFP;
- (d) To supplement, amend, substitute or otherwise modify this RFP at any time prior to the selection of one or more proponents for negotiation;
- (e) To accept or reject any or all of the items in any proposal and award the work in whole or in part;
- (f) To waive any informality, defect, non-responsiveness and/or deviation from this RFP and its requirements;
- (g) To permit or reject at the Toronto Zoo's sole discretion, amendments (including information inadvertently omitted), modifications, alterations and/or corrections of proposals by some or all of the proponents following proposal submission;
- (h) To request that some or all of the proponents modify proposals based upon the Toronto Zoo's review and evaluation;
- (i) To request additional or clarifying information or more detailed information from any Proponent at any time, before or after proposal submission, including information inadvertently omitted by the proponent.

1.17 Performance:

All work to be done under the Contract shall be done to the satisfaction of the Toronto Zoo or their representative authorized to act for them, and the materials and process of preparation and manufacture shall at all times be subject to their examination and inspection and rejection in any stage of the preparation or manufacture.

1.18 Co-ordination of Work:

The proponent shall co-ordinate all work with the Toronto Zoo or their representative authorized to act for them, to ensure co-ordination and timely execution of service.

1.19 Education Institute Status

The Toronto Zoo is a registered educational institute and accordingly may be eligible for preferred pricing which should be reflected in the Bid as submitted

1.20 Charity Status

The Toronto Zoo is a registered charitable organization (registration #BN 119216398RR0001) and accordingly may be eligible for preferred pricing which should be reflected in the Bid as submitted.

2.0 SCOPE OF WORK**2.1 Background and Scope of Work**

The Toronto Zoo is a board of the City of Toronto. The Board of Management of the Toronto Zoo is the governing authority for the Zoo, responsible for its policies, operations and assets. At this time all fundraising activities are conducted in-house by staff of the Development Division. The Board is now desirous of reverting to an earlier model where a separate fundraising organization would be responsible for all fundraising activities and programs with the objective of supporting the future development of the Toronto Zoo and its conservation, education, and scientific research mandate. It will be essential that the new foundation align its activities to support mission, vision, values and goals as outlined in the newly adopted 2015-2020 Strategic Plan, and the future Capital Master Plan to be completed in 2015.

The Board is currently seeking to fill three to four positions on the new start-up foundation. The skill set required for these positions is outlined in Appendix I.

Briefly, the Zoo is looking for suitable candidates that have senior level experience and contacts, a reputation for excellence in their field, a knowledge of and aptitude for fundraising, an interest in zoos and wildlife, and a passion for what we do. The term of appointment would normally be three to four years, however, as this is a new organization the term may be modified.

The Toronto Zoo would like to engage a consultant experienced in board member recruitment, to source potential candidates and develop a short list to be interviewed. The terms of this engagement are outlined in the deliverables set out below:

- 1.1 Confirm desired candidate qualifications working with the Zoo.
- 1.2 Advise the Zoo on recruitment package materials, to be prepared by Zoo staff.
- 1.3 Identify the sectors and functions where individuals can be located with the required skills and experience.
- 1.4 Source candidates using appropriate methods (e.g. direct recruitment, advertising etc.)
- 1.5 Evaluate and assess candidates against set qualifications.
- 1.6 Provide at least twelve candidates in total for the 3-4 positions, to be interviewed by an Evaluation Panel established by the Zoo.

2.2 Required Skills, Experience and Credentials

The Board seeks the services of a consultant who has a thorough knowledge of and experience with fundraising board member recruitment. The following skills, experience and credentials are required:

- a) Previous professional experience with board level search services, including sourcing and evaluating candidates.
- b) Knowledge and professional experience with fundraising and/or not for profit recruitment.
- c) Relevant experience and contacts in the local Toronto market.

3.0 SCHEDULE OF EVENTS

The following schedule is planned for the RFP process:

Release of RFP	Tuesday, 2014-12-02
Proponents' Question Deadline	Monday, 2014-12-15
Submission Due	Friday, 2014-12-19
Interviews, if necessary	Week of 2015-01-12
Notification of Award By the Toronto Zoo	Week of 2015-01-16

The RFP process will be governed according to above schedule. Although every attempt will be made to meet all dates listed, the Board reserves the right to modify any or all dates at its sole discretion. Appropriate notice of change will be provided, in writing, as soon as is feasible so that each Proponent will be given the same non-preferential treatment.

4.0 PROPOSAL SUBMISSION FORMAT

- 4.1 Provide four (4) copies of your proposal, one (1) unbound signed and clearly marked as ORIGINAL, three (3) copies of the original proposal marked as COPY and one (1) electronic copy (on a CD, DVD or memory stick) of its Proposal in a sealed package or envelope.

4.2 Evaluation of Proposals is facilitated when proponents respond in a similar manner. The following page format and sequence should be followed to provide consistency in the Proponent response and ensure each Proposal receives full consideration.

- (i) Title page, showing Request for Proposal number, Proponent’s name, telephone number, authorized signature and contact name.
- (ii) The page letter of introduction, signed by the person or persons authorized to sign on behalf of and bind the Proponent to the statements made on the Proposal.
- (iii) Table of Contents.
- (iv) Executive summary.
- (v) Duly executed Proposal Form.
- (vi) Corporate Information.
- (vii) Detailed experience, background and other similar project opportunities completed within the past five (5) years
- (viii) Detailed biographies of team lead and key members and their roles.
- (ix) Identified conflict of interests in the event if the Proponent’s representation of any of its clients could create a conflict of interest should the Proponent provide services to the Toronto Zoo.
- (x) Provide details if proponent is involved in significant litigation or dispute with the Board, the City of Toronto, or any entity related to either of them, including description of the litigation and maximum exposure of the Proponent
- (xi) Provide three (3) references including name, address contact person and telephone number from clients with similar projects as outlined in this RFP, do not list the Toronto Zoo as a reference.

4.3 **Proposal Format, Irregularities, and Clarification**

- (i) All Proposals received shall be in typewritten.
- (ii) Proposals which are incomplete, conditional, illegible or obscure, or that contain conditions not called for, reservations, erasures, alterations (unless properly and clearly made and initialled by the Proponent’s signing officer) or irregularities of any kind, may be rejected.
- (iii) Upon receipt, the Board will mark the Proposal with the time and date the Proposal is received. The use of mail or courier for delivery of the Proposal will be at the sole risk of the Proponent.

5.0 PROPOSAL EVALUATION

<u>Evaluation Criteria</u>	<u>Points Awarded</u>
Stage One	
• Demonstrated understanding of work and proposed methodology	30
• Experience of the consultant and proposed team members with similar work including recruitment of board members	30
• Suitability & acceptability of proponent’s detailed proposed services, methodology include work flow schedule.	20
• Proposal fee	
The lowest cost proposal that is qualified will receive 20 points. The remaining proposals will be assigned points based upon the following formulas: (lowest cost proposal received divided by proponent’s proposal cost x 20)	20
Total	100

Stage Two – Interview (if required)

Proponent's presentation of proposal and performance
Including ability to answer questions

50

The proposals submitted will be evaluated using the evaluation criteria and will be comprehensively reviewed by the Selection Team and Corporation Staff. It is the sole discretion of the Toronto Zoo to select its Selection Team and to retain additional members and advisors as deemed necessary.

The Selection Team will select one or more proposals which in its sole opinion:

- a) Meets or exceeds the evaluation criteria, including but not limited, as outlined above;
- b) Has a demonstrated track record of success with similar projects, and
- c) Provides the best value, but may not necessarily be the one(s) offering the lowest fees.

All proposal scores and rankings shall be the property of the Toronto Zoo and will not disclose any of the same during or after the evaluation process. Due to budget and time constraints, the Selection Team will not be able to provide debriefs for unsuccessful proponents. By responding to this RFP, the proponents will be deemed to have agreed that the decision of the Selection Team will be final and binding.

6.0 COMMUNICATIONS

For any questions concerning the RFP process including instructions and contract terms and conditions of this RFP, please contact:

Peter Vasilopoulos
Supervisor, Purchasing & Supply
Tel: 416-392-5916
Fax: 416-392-6711
E-mail: pvasilopoulos@torontozoo.ca

For any technical queries concerning the event of this RFP, please contact:
Robin D. Hale
Chief Operating Officer
Tel: 416-392-5913
Email: rhale@torontozoo.ca

7.0 FORMS

The undersigned Proponent having reviewed and fully understood the RFP and all terms and conditions of the RFP and information provided, hereby submits the attached Proposal and supporting materials (“the Proposal”) in accordance.

I/We, hereby, have received, allowed for and included as part of our submission all issued Addendum numbered _____.

/We, hereby declare that the statements contained in the Proposal are in all respects true.

/We, agree that this submission is being made without any collusion or fraud.

All proposals will be irrevocable for a period of ninety (90) days from the date of the proposal deadline.

The Board of Management of the Toronto Zoo reserves the right to reject any or all Proposals or to accept any Proposal, should it deem such action to be in its interests.

By signing and submitting this proposal, you are agreeing to the release of your proposal information, as deemed necessary by the Board, in order to conduct business associated with this proposal or project

COMPANY INFORMATION	
Company Name:	
Name of authorized Signing Officer	Title:
Signature:	Date:
Contact Name:	Title:
Address:	
Telephone #:	Fax #:
Email:	Web Site:
HST #:	

DISCOUNT	Discount	Days
Discount allowed for prompt payment and period within which invoice must be paid to qualify.	%	

SUBMISSION LABEL

This address label should be affixed to the front of your sealed tender, quotation and proposal envelope/package submission. Toronto Zoo will not be held responsible for envelopes and packages that are not properly labelled or submitted to an address other than the one listed on this label.

Vendor Name

**RFP 63 (2014-12) – RECRUITMENT FOUNDATION BOARD OF DIRECTORS
Closing: Thursday, 2014-12-18, 12:00 (noon) local time**

TO BE RETURNED TO

**TORONTO ZOO
C/O SUPERVISOR, PURCHASING & SUPPLY
ADMINISTRATIVE SUPPORT CENTRE
361A OLD FINCH AVE.
TORONTO, ONTARIO
M1B 5K7**

NOTICE OF NO BID

INSTRUCTIONS:

It is important to the Toronto Zoo to receive a reply from all invited bidders. If you are unable, or do not wish to submit a bid, please complete the following portions of this form. State your reason for not bidding by checking the applicable box(es) or by explaining briefly in the space provided. It is not necessary to return any other Request for Proposal/Quotation/Tender documents or forms. Please just return this completed form by fax or by mail prior to the official closing date. Purchasing and Supply Fax Number: (416) 392-6711.

A Proposal/Quotation/Tender is not submitted for the following reason(s):		
<input type="checkbox"/>	Project/quantity too large.	<input type="checkbox"/> Project/quantity too small.
<input type="checkbox"/>	We do not offer services or commodities to these requirements	<input type="checkbox"/> Cannot meet delivery or completion requirement
<input type="checkbox"/>	We do not offer this service or commodity.	<input type="checkbox"/> Agreements with other company do not permit us to sell directly.
<input type="checkbox"/>	Cannot handle due to present commitments.	<input type="checkbox"/> Licensing restrictions
<input type="checkbox"/>	Unable to bid competitively.	<input type="checkbox"/> We do not wish to bid on this service or commodity in the future.
<input type="checkbox"/>	Insufficient information to prepare quote/proposal/tender	<input type="checkbox"/> Specifications are not sufficiently defined
<input type="checkbox"/>	We are unable to meet bonding or insurance requirements.	

Other reasons or additional comments (please explain):

Company Name:	
Address	
Contact Person:	
Signature of Company Representative:	
Date:	
Phone Number:	
Email address	
Fax Number:	

A. FOUNDATION BOARD CHAIR RESPONSIBILITIES

Summary:

The Chair, as the leader of the Foundation, works with the Board members to lead the volunteer organization empowered to carry out the Foundation's fundraising campaigns. The Chair will have the support of the Toronto Zoo Board of Management, the Foundation Committees and the Development staff.

Roles / Responsibilities:

- Provide overall leadership for the new start-up entity.
- Enlist and help solicit additional members of the Foundation Board.
- Provide overall leadership and ensure implementation of the approved fundraising plan: timetable, activities, strategies and policies, that will align with the Toronto Zoo Strategic Plan and Capital Master Plan.
- Approve the Foundation goals and assist in the establishment of Committee and Campaign goals in consultation with the appropriate Committee/Campaign Chair.
- Preside at regularly scheduled and special Foundation Board meetings.
- Meet regularly with the Chief Development Officer to plan, coordinate, execute and assess Foundation strategy.
- Preside at major fundraising functions.
- Take responsibility for the solicitation of appropriate top-level prospects.
- Participate in Prospect Review meetings as needed.
- Ensure that the Foundation Board members have made their gift to the Foundation prior to recruitment of the divisional volunteer teams and solicitation of prospects.
- Report progress of the Foundation to the Board of Management at appropriate intervals.
- When required, attend meetings of the various Committees.
- Give "hands on" attention to high priority or problem areas as needed.
- Ensure volunteers and donors are thanked for their participation and contribution to the Foundation.
- Serve as public spokesperson for the Foundation.
- Make an early personal and /or corporate pledge that is thoughtful and proportionate to financial ability and standing in the Foundation hierarchy.

Attributes: Refer to Section B Foundation Board Member Attributes.

1. Influence
2. Strength
3. Commitment
4. Setting Precedents
5. Peer-to-Peer Visits

In addition, the Chair should have well developed leadership skills, and the influence and affluence to be successful in the role.

B. FOUNDATION BOARD MEMBER RESPONSIBILITIES

Summary:

The Board of Directors should be composed of approximately no more than 15-20 members representing each of the fund-raising faculties/divisions/sectors of the Campaign including members of the Steering Committee. The Zoo Chief Executive Officer and Chair of the Board of Management serve as ex-officio members of the Foundation. The Foundation Board Chair serves as ex-officio members of the Board of Management.

The Board should be comprised of knowledgeable and influential leaders representative of the local, regional, national and international communities. Because of their business, professional and community accomplishments, they are able to attract capable volunteers to serve with them and obtain access to sources of major financial support. These individuals must be willing to commit their time, energy and financial resources to the Campaign.

Roles / Responsibilities:

- Work as a member of the Foundation Board to establish and effectively govern the Foundation from its inception.
- Fulfill the fiduciary responsibilities of the organization.
- Assist in developing policies and procedures to ensure the Foundation's ongoing success and working to implement them.
- Oversee the general business of the Foundation.
- Assist in fundraising for the Foundation by providing experience as well as a broad network of influence and contacts, and participating in solicitations.
- Exhibit leadership and set an example through their own donations, just as with all senior volunteers involved with the Foundation.
- Receive regular reports on all phases of the Foundation's activities from the Chairs of the Foundation's committees, including the Fundraising Committee and the Chief Development Officer.
- Assist in the identification, cultivation and recruitment of new members to the Board of Trustees and the standing committees.
- To fulfill the responsibilities of a Director as required by law.
- To contribute to the decisions of the Board through regular attendance and participation at Board of Directors and Committee meetings.
- To contribute to the planning and evaluation function of the Board of Directors by providing vision and leadership.
- To assist in the implementation of fundraising programs, especially for donor identification, cultivation and solicitation activities.
- To provide leadership and influence to ensure that the Toronto Zoo Foundation meets all of its stated goals.
- To support the organization financially through a personal and/or corporate pledge that is thoughtful and proportionate to financial ability.

Attributes:**6. Influence**

The leadership recruited for fundraising must have “clout” if within the Community. There is a saying in fundraising that “it is the Case that will determine if the prospect will give, but it is the influence of the leadership that will determine how much they will determine how much they will give.”

7. Strength

Leadership has the most strength when the individuals involved are energetic, enthusiastic, knowledgeable, readily available and willing to use their particular expertise when called upon. The very characteristics that make them strong leaders outside the Zoo Community arena will prove invaluable in achieving the goals set for the Fundraising Program.

8. Commitment

Leaders must show their commitment to the Toronto Zoo/Foundation’s fundraising vision by giving their time and supporting the Foundation financially. In so doing, leadership will set an example for others to follow and they will help to create the initial momentum to help the fundraising get underway. It is critical for the leadership to believe sincerely in the value of the cause, thereby providing influential endorsement and helping to build morale.

9. Setting Precedents

It must be a guiding principle of leaders (and all volunteers) to provide their own gifts to the Annual Program and the Campaign before seeking the support of others. Having established a precedent, donor prospects are asked to follow the lead of fundraising volunteers. It is absolutely critical that all volunteers adhere to this policy.

10. Peer-to-Peer Visits

Experience shows that the most effective fundraising is usually achieved through peer-to-peer approaches. That is, the fundraiser and the prospect share similar socio-economic backgrounds. In addition, having some acquaintanceship is extremely helpful.