



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

Tel: 416-392-5900
Fax: 416-392-5934

Chair
Councillor Paul Ainslie

Chief Executive Officer
John Tracogna

Chief Operating Officer
Robin D. Hale

2017-11-03

**REQUEST FOR QUOTATION
RFQ 48 (2017-11)
RECRUITMENT SERVICES – CHIEF EXECUTIVE OFFICER**

The Toronto Zoo requests quotations for the provision of Executive Search services to assist in the recruitment and selection of Chief Executive Officer (CEO). The successful Executive Search Consultant (“Consultant”) will advise the Board of Management of the Toronto Zoo (“Board”) and assist with the sourcing and assessment of candidates for this position.

Submission

Quotation must be submitted at the following address, Toronto Zoo, Administrative-Support Centre, Purchasing & Supply, 361A Old Finch Avenue, Toronto, Ontario, M1B 5K7 by

Monday, 2017-11-20, by 1200 hours (noon), local time

The quotation submitted shall remain in effect and irrevocable for a period of ninety (90) days from the Request for Quotation submission date.

RIGHT TO ACCEPT OR REJECT QUOTATIONS

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

Yours truly,

Paul K. Whittam
Manager, Financial Services

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1.1 INSTRUCTIONS

- 1.2 Ensure that you have received all **11** pages of the RFQ package.
- 1.3 Complete ALL FORMS in section 4.0 and return by due date and time received on or before **Monday, 2017-11-20, by 1200 hours (noon) local time** or your Quotation will not be considered. Include signed copies of any addenda with your Quotation package.
- 1.4 If required, addenda documents will be issued by mail, fax, email or others means to the designated individual of each firm. The addenda will be deemed to be part of the Request for Quotation document and must be noted in any subsequent submission.
- 1.5 Quotations must not be submitted by facsimile or email.
- 1.6 Unless otherwise indicated herein, the prices stated are payable in Canadian Funds.
- 1.7 Show itemized cost of PST and GST if applicable.
- 1.8 Use the attached submission label, when you submit your response in a sealed envelope or package and deliver to the Toronto Zoo.
- 1.9 Quotation prices shall remain in effect for a period of ninety (90) days from the Quotation due date.
- 1.10 For any questions concerning the contract terms and conditions of this RFQ, 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 specifications of this RFQ, please contact:

Shawna Findlay-Thompson
Manager, Human Resources
Tel: 416-392-5925
E-mail: sfindlay-thompson@torontozoo.ca

2.0 INTRODUCTION AND BACKGROUND

2.1 Introduction

The Toronto Zoo requests a quotation for the provision of Executive Search services to assist in the recruitment and selection of Chief Executive Officer (CEO). The successful Executive Search Consultant (“Consultant”) will advise the Board of Management of the Toronto Zoo (“Board”) and assist with the sourcing and assessment of candidates for the position of CEO.

2.2 Background

Opened in August of 1974, the Toronto Zoo is one of the top ten zoos in the world and is fully accredited through the Association of Zoos and Aquariums and Canada’s Accredited Zoos and Aquariums. The Toronto Zoo is home to over 5,000 animals, many of which are threatened or endangered species. The Toronto Zoo is guided by its current Strategic Plan (2015-2020) that outlines the mission of the Zoo as a living centre for education and science, committed to providing compelling guest experiences and inspiring passion to protect wildlife and habitats. Its vision is to be Canada’s national leader in saving wildlife to ensure the rich diversity of nature for future generations. In 2018 and beyond, the Zoo will also be implementing its 2016 Master Plan – Securing a Sustainable Future, reflecting a balance of modernization, transformational, and innovative initiatives to transform the Toronto Zoo over the next 15-20 years.

Enjoyed by approximately 1.3 visitors annually the Toronto Zoo is a board of the City of Toronto. The Board of Management of the Toronto Zoo (the Board) is the governing authority of the Zoo, responsible for its policies, operations and assets. The Board has 12 members, four are City Councillors and eight are citizen representatives. All Board members are appointed by the City of Toronto and serve without remuneration.

Reporting to the Board of Management, as the chief executive and administrative head of the Zoo, the CEO is responsible for the overall management of the Zoo. The skill set required for this particular position is outlined in Appendix 1. Briefly, the Zoo is looking for a CEO candidate that can lead the Toronto Zoo with drive and success. The successful candidate will have a proven track record of excellent leadership skills, sound executive judgment in administrative matters and a proven ability to make difficult decisions.

2.3 Scope of Work

The Toronto Zoo would like to engage a Consultant experienced in the recruitment of executive level management positions at the CEO level, 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:

- 2.3.1 Confirm position description, including desired skills and qualifications.
- 2.3.2 Any potential conflict of interest in accepting this assignment and/or an explanation how such conflicts would be managed.
- 2.3.3 Prepare executive search materials.
- 2.3.4 Develop and identify a recruitment strategy.
- 2.3.5 Source candidates using appropriate methods, e.g. network contacts, referrals, advertising etc.
- 2.3.6 Screen and assess candidates against set qualifications.
- 2.3.7 Prepare a short list of candidates to be interviewed by the Board’s designated Interview Panel.
- 2.3.9. Conduct reference checks of the final candidates.
- 2.3.10. Provide details on the firms “quality” guarantee.
- 2.3.11. For the duration of the 1 year probationary period, provide at no cost a “quality” guarantee and candidate replacement should he/she leave the employ of the Toronto Zoo and/or his/her job performance is determined to be unsatisfactory in the opinion of Board of Management of the Toronto Zoo.
- 2.3.12. To fill the position as soon as possible.

2.4 Required Skills, Experience and Credentials

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

- 2.4.1 Previous professional experience with executive management search services, including sourcing and evaluating candidates.
- 2.4.2 Knowledge and professional experience with public sector and/or not for profit recruitment.
- 2.4.3 Relevant experience and demonstrated ability to recruit in the international market.

2.5 Evaluation of Quotation

- 2.5.1 Represent best value for the Toronto Zoo based on the quoted amount.
- 2.5.2 Depth and detail level of quotation including the experience of the individuals proposed.
- 2.5.3 References as noted in section 4.2 of the submission form.

TERMS AND CONDITIONS

3.1 Definitions:

“**Board**” means the Board of Management of the Toronto Zoo

“**Vendor**” or “**Consultant**” means the person or persons or Corporation to whom the purchase order is issued.

“**Services**” or “**Work**” means everything that is necessary to be performed, furnished delivered by the Consultant to meet the Consultant’s obligation under this Contract;

- 3.2 **Vendor Assurance:** Unless otherwise stated, the goods, material, articles, equipment, work or services, specified or called for in or under this Quotation, shall be delivered or completely performed, as the case may be, by the Vendor as soon as possible and in any event within the period set out herein as the guaranteed period of delivery or completion.
- 3.3 **Time of the Essence:** For all requests made by the Toronto Zoo to the Contract, time is of the essence. The acceptance of a late performance, with or without objections or reservations by the Toronto Zoo, shall not waive the right to claim damages for such breach nor constitute a waiver of the requirement of timely performance of any obligation remaining to be performed.
- 3.4 **Invoicing:** Unless otherwise indicated herein, the prices stated are payable in Canadian Funds at the head office of the Board. Any Goods and Services Tax applicable shall be shown as a separate item. The Vendor’s GST registration number must be indicated on the invoice. The Vendor shall clearly show any special charges such as packaging and freight as separate items on the invoice. Payments to non-resident Vendors may be subject to withholding taxes under the Income Tax Act (Canada). Unless a non-resident Vendor provides the Board with a letter from Revenue Canada, Taxation waiving the withholding requirements, the Board will withhold the taxes it determines are required under the Income Tax Act (Canada). All payments are subject to terms of Net 30 days from receipt of goods/services.
- 3.5 **Right to Cancel:** The Board shall have the right to cancel at any time this Quotation or any contract or any part of any contract resulting from this Quotation in respect of the goods, material, articles, equipment, work or services set out in this Quotation or any such contract or part of such contract, not delivered or performed at the time of such cancellation, and the Board 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 Vendor fails or neglects by any act or omission to comply with any of the conditions set out herein, this Quotation or any contract resulting from this Quotation may be unconditionally cancelled by the Board without notice to the Vendor.

- 3.6 Official Agreement:** No verbal arrangement or agreement, relating to the goods, material, articles, equipment, work or services, specified or called for under this Quotation, will be considered binding, and every notice advice or other communication pertaining thereto, must be in writing and signed by a duly authorized person.
- 3.7 Pricing** Prices offered are fixed for ninety (90) days.
- 3.8 Worker’s Rights:** The Vendor shall comply with the conditions of the Board relating to Worker’s Rights, a copy of which is available on application to the Manager, Fair Wage and Labour Trades Office, City of Toronto, 18th Floor, West Tower, City Hall, Toronto, Ontario, M5H 2N2 or by phone at 416-392-7300.
- 3.9 Indemnity:** The Vendor shall at all times well and truly save, defend, keep harmless and fully indemnify the Board, and their servants, employees, officers or agents, hereinafter called the “Indemnities”, from and against all actions, suits, claims, demands, losses, costs, charges, damages, and expenses, brought or made against or incurred by the Indemnities, its or 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 Quotation, 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.
- 3.10 Liability for Acts of Vendor Employees, Contractors or Agents:** The Vendor acknowledges responsibility and accepts liability for the acts of any of its employees, contractors and agents while on Toronto Zoo property. The Toronto Zoo reserves the right to request background checks for any individual providing the services requested on behalf of the Vendor.
- 3.11 Incurred Costs:** The Bidder shall bear all costs and expenses with respect to the preparation and submission of its quotation and the bidder participation in the quotation process, including but not limited to: site visits and inspections, all information gathering processes, interviews, preparing responses to questions or requests for clarification from the Board, preparation of questions for the Board, and contract discussions and negotiations. The Board shall not be responsible for or liable to pay any quotation costs of any bidder regardless of the conduct or outcome of the Quotation Request, Purchase Order process, or Contract process.
- 3.12 Guaranty of Quotation:** All goods, material, articles, equipment, work or services, specified or called for in or under this Quotation, 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 Quotation. The basis on which this Quotation is given shall include any specifications, plans, price schedules, samples, addenda or other details pertaining thereto, or provided in connection therewith.
- 3.13 Right of Notice:** Any notice that the Board may require or desire to give to the Vendor shall for all purposes to be deemed to have been sufficiently and properly given and afforded by registered mail addressed to the Vendor at the address shown for the Vendor on this form and shall therefore be presumed to have been received by the Vendor on the third day following such registration.
- 3.14 Formal Contract:** The Vendor may be required and shall, if requested by the solicitor for the Board so to do, to execute and enter into a formal contract that is satisfactory to the solicitor for the

Board, in order to document the contract resulting from this Quotation and to embody indemnity and related provisions that in the opinion of such solicitor are required to protect the Board.

- 3.15 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 Quotation as submitted.
- 3.16 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 Quotation as submitted.
- 3.17 Governing Law:** This RFQ and quotation submitted in response to it and the process contemplated by this RFQ shall be governed by the laws of the Province of Ontario. Any dispute arising out of this RFQ or this RFQ process will be determined by a court competent jurisdiction in the Province of Ontario.

4.0 SUBMISSION FORM

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

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

I/We have included the number and type of references require by the RFP and consent to the Board performing checks with those references and with any other relevant references.

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

By submitting a Quotation the Proponent agrees to all of the terms and conditions of this Request for Quotation.

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

4.1 REFERENCE FORM

REFERENCES		
Provide the names of three (3) client reference, noting contact person and telephone number for each.		
Contact Name	Brief Description of services provided	Telephone

By submitting this information, I/We hereby authorize the Toronto Zoo for this RFQ to contact the above listed individuals and companies to verify the information contained in my/our Quotation and to ask whatever questions the Toronto Zoo deems necessary to determine my/our suitability as a Bidder. The information obtained in these additional reference checks will be included in the evaluation of the RFQ submission

SUBMISSION LABEL

This address label should be printed and 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 labeled or submitted to an address other than the one listed on this label.

Vendor Name _____

RFQ 48 (2017-11) – Recruitment and selection services for Chief Executive Officer
Closing: Monday, 2017-11-20, 12:00 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.	

<u>Other reasons or additional comments (please explain):</u>

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



**BOARD OF MANAGEMENT
TORONTO ZOO**

POSITION DESCRIPTION: Chief Executive Officer

DIVISION: General Management

Basic Function: Reporting to the Board of Management of the Toronto Zoo, as the chief executive and administrative head of the Zoo, the Chief Executive Officer (CEO) is responsible for the overall management of the Zoo.

Responsibilities

Provides strategic guidance and organizational leadership to ensure the Zoo moves forward to achieve its overall vision, long-term goals and annual objectives.

Oversees the development and implementation of progressive policies, procedures and objectives for the Zoo, and ensures such matters are effectively understood and administered by the Divisional Directors.

Ensures that the Zoo has the required physical, human and financial resources necessary to deliver its programs effectively, while monitoring the utilization of resources by each Division and implementing such procedural and operational changes as may be required to maintain or improve efficiency and performance.

As the most senior staff member, manages relations with the Board of Management, which includes attending all Board and Committee meetings, responding to questions, reviewing agendas with the Chair and ensuring that members are briefed on issues.

Oversees the reporting process to the Board and its Committees, to ensure the Board has the required information to perform its governance role.

Ensures that appropriate policies and procedures are instituted and followed throughout the organization to safeguard the well-being of staff, the public and the animal and plant collections.

Makes key resource decisions, such as recommending approval of and assuming responsibility for the ten-year capital plan, the annual operating budget, visitor fees, adjusting the budget in-year, and approving organizational changes, staff terminations and management staff appointments.

Directs marketing, public relations and communications programs to achieve public attendance objectives and to maintain a good public image.

Serves as the Zoo's spokesperson on major issues, promoting a positive image of the Zoo and diffusing sensitive matters.

Advises City Council and staff of key issues impacting the Zoo.

Promotes external partnerships and collaborative ventures with other attractions, businesses, government agencies, community groups, and educational institutions.

Meets with prospective donors and cultivates relationships with individuals, government and organizations that can provide financial support to the Zoo.

Represents the Zoo on various external committees, as approved by the Board of Management.

Other related duties as requested by the Board of Management.

Organizational Data

Direct reports include:

Chief Operating Officer
Executive Director, Conservation Education & Wildlife
Senior Director, Marketing, Communications & Partnerships
Executive Director, Development
Director, Corporate Planning
Executive Assistant

Staff Responsibility: 394.0 FTE employees in the Zoo.

Financial Responsibility: Annual Operating Budget \$52.2 Million
Ten Year Capital Plan \$125 Million

Qualifications

A minimum of ten years experience in a senior management position with a strong administrative background.

Post graduate degree in business or animal sciences or an equivalent combination of training and experience.

A track record of excellent leadership capabilities, directing and motivating management level personnel in a multifaceted organization.

Well developed interpersonal skills, with a proven ability to effectively build and maintain relationships with stakeholders.

Executive presence, with excellent public speaking skills for establishing a credible public image.

Sound executive judgement in administrative matters and a proven ability to make difficult business decisions.

Previous experience working with volunteer boards.

An understanding of the importance of zoo conservation work, and the need to balance conservation needs with the business demands of a high profile organization.

An ability to effectively plan, organize and administer complex assignments.