



DiverseCity

THE GREATER TORONTO
LEADERSHIP PROJECT

DIVERSECITY COUNTS

A Snapshot of Diversity in the Greater Toronto Area

The first annual research report
measuring diversity among leaders **2009**

*DiverseCity Counts is part of DiverseCity: The Greater Toronto Leadership Project,
an eight-point plan to diversify our leadership landscape.*

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A Snapshot of Diversity in the Greater Toronto Area

**The first annual research report
measuring diversity among leaders**

May 2009

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About Ryerson University's Diversity Institute

The Diversity Institute undertakes research on diversity in the workplace and develops applications to improve practices in organizations. Recognizing that diversity is a journey, the Diversity Institute works with organizations to develop customized strategies, programs and resources to promote new, interdisciplinary knowledge and practice about diversity with respect to gender, ethnicity, sexual orientation, and ability.

The Institute collaborates with industry, government, non-profits and academics to:

- Research existing practices and evaluate programs;
- Explore barriers to full participation in the workplace;
- Develop fact-based policies and programs to help organizations attract, motivate and develop under-represented groups; and
- Provide customized training to support the development of diversity strategies.

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Executive Summary

The Project

Beginning in 2009, *DiverseCity Counts* is a three-year project being conducted by Ryerson University's Diversity Institute. This project is part of *DiverseCity: The Greater Toronto Leadership Project*, an initiative of Maytree and the Toronto City Summit Alliance.

The Greater Toronto Area (GTA) is one of the most diverse regions in the world. About 40% of its population is comprised of visible minorities. Ensuring that the leadership of the region reflects the population's diversity has important social and economic implications.

The Advantage of Diverse Leadership

Leaders, who have the power and influence to make decisions, affect the social health and prosperity of the region. Diversity in leadership:

- Supports improved financial and organizational performance;
- Provides stronger links to domestic and global markets;
- Helps organizations attract and retain the best talent;
- Supports creativity in decision making; and
- Promotes social inclusion.

Leaders also play a symbolic role. We can see already the profound impact the election of the United States' first African-American President has had on the attitudes and aspirations of people around the world to understand the potential power of diverse representation in leadership roles.

Lost Opportunity: The Under-representation of Visible Minorities in Leadership

This report summarizes our findings on the representation of visible minorities in senior leadership roles in six sectors in the Greater Toronto Area (GTA). While the GTA includes 25 municipalities, for the purposes of this study, we focused primarily on those with the highest percentage of visible minorities—Toronto, Brampton, Mississauga, Markham and Richmond Hill. Together, they account for just under 4 million people or 72.5% of the GTA's population, 49.5% of which are visible minorities.

Specifically for the five selected communities, we looked at a sample of elected officials (federal, provincial, municipal, and School Board Trustees), the public service (City of Toronto and Province of Ontario), the corporate sector (large companies by revenue located in the GTA), agencies, boards and commissions (municipal and provincial), the voluntary sector (large charities and foundations), and the educational sector (schools, colleges and universities).

At one level our findings are not surprising, in that visible minorities are under-represented in the senior-most leadership positions in the GTA. Just 13% of the 3257 leaders we studied are visible minorities. At the same time, some sectors have much higher levels of representation than others.

As presented in the Summary Data (Table 1), among elected officials, visible minorities are best represented at the provincial level. Overall, eight of 35 MPPs (23%) in the targeted municipalities are visible minorities, compared to 21% of School Board Trustees, 14% of federal MPs, and 10% of Municipal Councillors.

Among public servants in provincial ministries and municipal government departments, visible minorities represent only 4% of senior employees in regional and municipal governments but 8% of police executives and 10% of provincial Deputy Ministers and Assistant Deputy Ministers.

In the corporate sector companies we examined, visible minorities account for only 5% of senior executives and 3% of board members.

Among the largest charitable organizations and foundations we examined, visible minorities represent 8% of executives and 14% of board members.

There are currently no school boards with visible minority directors (although this will change in June 2009 as a result of a recent appointment) but 19% of principals and vice-principals in the City of Toronto District School Board are visible minorities. Visible minorities make up 20% of college executives and 11% of university executives, and represent 27% of college boards and 24% of university boards in the GTA.

In addition to these sectors, the report also examined the number of visible minorities sitting on City of Toronto and Province of Ontario agencies, boards, and commissions.

Thirty-one percent of the City of Toronto's municipal agency appointments are visible minorities, but visible minorities comprise only 11% of the appointments to the Ontario agencies we examined.

It is also interesting to note that, in all sectors except the corporate sector, boards of directors are more diverse than senior executives.

Action: Individuals, Organizations and the Community

There is little doubt that significant progress has been made in recent years for visible minorities moving into leadership roles across the spectrum and this report includes examples of well-qualified and successful leaders in the GTA. At the same time, it is clear that the representation of visible minorities in leadership roles is not proportionate to the general population in the GTA or even the organizations they lead.

As one of the most richly diverse communities in the world, the GTA has enormous potential to leverage its diversity for success in the global economy. To ensure that the potential of the region can be fully maximized, individuals, governments, organizations and the community should:

- Count: What gets measured gets done;
- Lead: Make diversity a strategic priority;
- Develop the pipeline: Inspire children, workers, and future leaders to maximize their potential;
- Communicate: Mainstream diversity in all aspects of the organization's activities; and
- Develop and sustain excellent human resources practices.

Table 1: Summary Data

Sector	Top Line Results		
	Number Analyzed	Visible Minority Leaders by Sub-Sector	Visible Minority Sector Average
Elected Officials			16%
School Board Trustees**	67	21%	
Municipal Councillors	87	10%	
Members of Provincial Parliament	35	23%	
Members of Parliament	35	14%	
Public Sector Executives			8%
Municipal and Regional Executives**	28	4%	
Police Chiefs and Deputy Chiefs**	12	8%	
Assistant Deputy Ministers and Deputy Ministers	83	10%	
Corporate Sector			4%
Boards of Directors	472	3%	
Senior Executives	521	5%	
Voluntary Sector (Charities and Foundations)			13%
Boards of Directors	285	14%	
Senior Executives	59	8%	
Education			20%
Schools			
School District Directors**	11	0%	
Toronto District School Board Principals and Vice-Principals	924	19%	
Colleges			
College Boards of Governors	62	27%	
College Executives	25	20%	
Universities			
University Boards of Governors	131	24%	
University Executives	38	11%	
Government Agencies			19%
City of Toronto Agencies, Boards, and Commissions	147	31%	
Province of Ontario Agencies, Boards, and Commissions	235	11%	
Total Leaders Analyzed			
	3257*	13%	

* Represents 88% of the leaders in the targeted sectors and organizations. It is possible, however, that individuals for whom there was no publicly available information are visible minorities.

** We included regional data for Toronto, York and Peel.

Introduction

The Project

Beginning in 2009, *DiverseCity Counts* is a three-year project being conducted by Ryerson University's Diversity Institute. This project is part of *DiverseCity: The Greater Toronto Leadership Project*, an initiative of Maytree and The Toronto City Summit Alliance. *DiverseCity Counts* studies the representation of visible minorities in leadership positions in elected office, in the public service, in corporate sector companies, in agencies, boards, and commissions, in charities and foundations, in the voluntary sector, and in schools, colleges, and universities.

Context

The Greater Toronto Area (GTA) is one of the most diverse regions in the world. Data from the 2006 Census show that while visible minorities account for 16% of the Canadian population overall (Statistics Canada, 2008a), 40% of the population of the GTA are visible minorities (Statistics Canada, 2008d). The five most prominent visible minority groups in the GTA are South Asian (12.6%), Chinese (8.9%), Black (6.6%), Filipino (3.2%) and Latin American (1.8%) (Statistics Canada, 2009).

The GTA includes 25 municipalities in five regions which have dramatically different demographic compositions, infrastructures and priorities regarding diversity. They include: City of Toronto, Peel (Municipalities of Mississauga, Brampton, Caledon), York (Municipalities of Georgina, East Gwillimbury, Whitchurch-Stouffville, Markham, Richmond Hill, Vaughan, Aurora, King City, Newmarket), Durham (Municipalities of Pickering, Ajax, Whitby, Oshawa, Scugog, Brock, Uxbridge, Clarington), and Halton (Municipalities of Halton Hills, Milton, Oakville, Burlington) (See Appendix 1 & Figure 1).

As one of the most richly diverse communities in the world, the GTA has enormous potential to leverage its diversity for success in the global economy.

Diversity in Leadership

Leaders, who have the power and influence to make decisions, shape the social health and prosperity of the region. An inclusive society is one in which everyone has the opportunity to lead, as leaders symbolize who belongs and who does not. While individuals have multiple identities and it is important not to reduce individuals to a single demographic dimension, there is evidence that visible minority leaders tend to behave differently and are often perceived differently (Jebwab, 2001) even though visible minorities in leadership roles may not always be advocates for diversity (Carbado & Gulati, 2004).

There is also a growing body of research that highlights the benefits of diversity in general as well as the specific benefits of diversity in leadership. The benefits of diverse leadership include: improved financial and organizational performance; better connected domestic and global markets; recruitment from global and domestic labour pools; increased creativity and innovation; and enhanced social inclusion (Conference Board of Canada, 2008). A few of these benefits are described below.

Diversity in leadership supports improved financial and organizational performance: Several studies have suggested a link between diverse leadership and organizational financial performance (Conference Board of Canada, 2009). In a study comparing American Management Association member company senior management teams with organizational performance (e.g. profits, sales, etc.), Greenberg et al., (1998) found that diversity was linked to improved corporate performance. Another study of 100 U.S. companies also found a positive association between diversity (ethnicity and gender) on boards of directors and improved organizational performance (return on assets and investment) (Erhardt et al., 2003).

Diversity in leadership provides stronger links to domestic and global markets: Gandz (2001) suggests that this is facilitated by leveraging international connections, improving relationships with diverse domestic customers, and encouraging the creation of innovative products and services by diverse people.

Diversity in leadership helps organizations attract and retain the best talent: A number of studies have illustrated that diverse leadership within organizations is more likely to attract and retain a diverse workforce. A number of research studies link senior executive commitment to diversity with employee commitment to the organization (Hopkins et al., 2001) and reduced turnover intentions (McKay et al., 2007). It is well-established that leadership, senior executive commitment, and role models are critical factors in the implementation of a successful diversity strategy (Catalyst and The Diversity Institute, 2007; Gandz, 2001). Kalev et al., (2006) report that race (and gender) composition on top management teams is associated with race (and gender) composition of the management workforce in general.

Diversity in leadership supports creativity in decision making: Empirical research suggests that diversity supports innovation and creativity. Racially and culturally diverse teams, for example, are more likely to “think [outside] the box” and come up with innovative solutions to challenges (McLeod, 1996). Diverse voices are also likely to be more strategically innovative (Hamel, 1998), while senior executive groups which are diverse produce superior outcomes when compared to their homogenous counterparts (Dalton, 2005). At the same time, it is important to acknowledge that the challenges to coordinating and managing diverse teams are greater, as they can be far more complex than homogeneous teams (Jayne & Dipboye, 2004). Walkup (2003) notes that the “diversity of people in a corporation promotes greater diversity of ideas” and that there is a “link between diversity and innovation [that is not] theoretical [but] real.”

Diversity in leadership promotes social inclusion: Diverse leadership signals that opportunities exist for individuals both inside and outside of organizations. Within organizations, for example, role models play a significant role in promoting the advancement of under-represented groups, including visible minorities and women (Kilian et al., 2005); therefore, diverse leadership is influential in shaping the aspirations of employees.

Definitions

Diversity in Leadership: For the purposes of this report, this term refers to the representation of visible minorities in elected offices and in the most senior roles in the corporate and public sectors, agencies/boards/commissions, charities/foundations, and schools/colleges/universities.

Visible Minority: The Canadian Employment Equity Act defines visible minorities as “persons, other than Aboriginal Peoples, who are non-Caucasian in race or non-white in colour” (Department of Justice Canada, 2009). Examples include: Chinese, South Asian, Black, Filipino, Latin American, Southeast Asian, Arab, West Asian, Korean, Japanese, mixed and other visible minority.

Immigrant: An immigrant is a person born outside of Canada.

Aboriginal: An Aboriginal is a North American Indian or a member of a First Nation, a Métis or an Inuk. North American Indians or members of a First Nation include status, treaty or registered Indians, as well as non-status and non-registered Indians. For the purposes of this study, Aboriginal persons are not referred to as a visible minority group as they are categorized separately under the Canada Employment Equity Act.

Project Scope

The scope of the project is to assess the level of representation of visible minorities in leadership roles in the GTA and therefore involves collecting data on visible minority status in six different sectors over a three-year period. The project focuses on sectors which are large, well-defined, and highly visible, as well as major employers in the GTA. Specifically, we focused on elected officials, public sector leaders in government and on government-appointed boards, and leaders in the corporate sector, non-profit sector, and the educational sector. The first year data will act as the foundation for the work to be done in the next two years of the project. Findings in this report will act as a baseline to assess changes in visible minority representation in these sectors in subsequent years. In order to keep the approach manageable and the data relevant, we focused on particular areas within each of the categories, which are defined in Table 2 below.

Table 2: Definition of Samples for Each Sector

Category	Definition/Scope
Elected officials:	
<ul style="list-style-type: none">• Catholic District School Board Trustees• Public School Board Trustees• Municipal Councillors• Provincial Members of Parliament (MPPs)• Federal Members of Parliament (MPs)	We analyzed the representation of visible minorities among elected officials in the Public and Catholic District School Boards, and the three levels of government—municipal, provincial and federal. We focused on the municipalities of Toronto, Brampton and Mississauga (Peel Region), and Markham and Richmond Hill (York Region) for our study. A total of 87 Municipal Councillors, 35 Provincial Members of Parliament and 35 Members of Parliament were studied. In school boards, 40 Public and 27 Catholic District School Board Trustees were studied for a total of 67 elected school board members.

Public Sector Leaders:	
<ul style="list-style-type: none"> Municipal and Regional Executives (Chief Administrative Officer, Manager, Deputy Manager, Commissioner) 	In order to analyze public sector leaders at the municipal and regional levels, we focused on senior administrative staff in the Municipalities of Toronto, Mississauga, Brampton, Markham and Richmond Hill, and the Regions of York and Peel, since these represent the highest level of visible minority population in the Greater Toronto Area. A total of 28 positions were examined in these municipalities.
<ul style="list-style-type: none"> Police Chiefs Deputy Chiefs 	With respect to Police Chiefs and Deputy Chiefs, the focus of study was restricted to the City of Toronto and the Regions of Peel and York, from which 12 appointments were studied.
<ul style="list-style-type: none"> Deputy Ministers in the Ontario Government Assistant Deputy Ministers in the Ontario Government 	Twenty-seven Ontario Provincial Deputy Ministers were included in this study. A total of 56 Assistant Deputy Ministers with offices located in the Greater Toronto Area were also included.
Corporate Sector Leaders:	
<ul style="list-style-type: none"> Boards of Directors Senior Executives 	We began with the largest 119 companies located in the GTA (See Appendix 2), as defined in terms of revenue by the Financial Post 500 report (FP500). Crown corporations were excluded. For each company, we examined its board(s) of directors and senior executive(s) as stated on the respective organization's websites, typically President and Senior Vice-Presidents. In cases where there was information for fewer than 50% of the board members or executives, the company was excluded from the list. From the 119 largest companies, we examined 521 executives and 472 board members from 50 companies.
Voluntary Sector Leaders:	
<ul style="list-style-type: none"> Charity and Foundation Boards Charity and Foundation Executives 	Charities and foundations located in the GTA were rank-ordered based on revenue reported to the Canada Revenue Agency for 2008. Among these, the largest 20 charities and foundations were selected for which information was available. Ethno-culturally focused organizations were excluded as their membership is often, by definition, dominated by specific ethnic groups. A total of 285 members of boards of directors and 59 senior executive positions were examined for a total of 344. (See Appendix 3).
Education Sector Leaders:	
<ul style="list-style-type: none"> Toronto District School Board Principals and Vice-Principals School District Directors 	The visible minority status of City of Toronto District School Board (TDSB) principals and vice-principals was based on the Workforce Census Study completed in 2007. This study collected data on 924 TDSB school principals and vice-principals. Other sources of data for this group were not publicly available. Similarly, School District Directors were examined for regions with the highest visible minority population including: <ul style="list-style-type: none"> Toronto District School Board Toronto Catholic District School Board Peel District School Board

	<ul style="list-style-type: none"> • Peel Catholic District School Board • York Region District School Board • York Catholic District School Board <p>A total of 11 School District Director appointments were studied for visible minority representation.</p>
<ul style="list-style-type: none"> • College Boards of Governors • College Presidents and Vice-Presidents 	<p>All publicly-funded colleges in the GTA were selected:</p> <ul style="list-style-type: none"> • Centennial College • Durham College • George Brown College • Humber College • Seneca College • Sheridan College <p>Data on the 62 members on boards of governors as well as 25 senior executives were analyzed. In total, 87 leadership positions in colleges were included.</p>
<ul style="list-style-type: none"> • University Boards of Governors • University Executives 	<p>Our examination of universities was restricted to those in the City of Toronto area, namely:</p> <ul style="list-style-type: none"> • Ontario College of Art and Design (OCAD) • Ryerson University • University of Ontario Institute of Technology (UOIT) • University of Toronto • York University <p>We included the university boards of governors and chancellors (131) and 38 university executives (president, provost and vice-presidents) for a total of 169 positions of influence and leadership in universities.</p>
Agencies, Boards, and Commissions:	
<ul style="list-style-type: none"> • City of Toronto Agencies, Boards, and Commissions Appointments 	<p>The City of Toronto administers a voluntary self-identification questionnaire during the appointments process. This data was compiled and shared for 147 positions on 28 Boards to which appointments were made in 2008.</p>
<ul style="list-style-type: none"> • Ontario Agencies, Boards, and Commissions Appointments 	<p>A list of agencies funded by the Ontario Government was compiled from revenue reported to the Ministry of Finance. Based on the highest revenue reported, a list of the top 38 agencies was prepared. Of these, 26 were selected based on the publicly-available data on board appointments. A total of 235 individuals were included in this part of the study (see Appendix 4).</p>

In this research project, we examined only the largest organizations and the senior executives and boards of directors in each sector. While there are good reasons for also considering representation in “the pipeline” for executives, such as middle managers, these were beyond the scope of this initial study. In addition, while subsequent research may be valuable in examining smaller organizations, these are also beyond the scope of this research.

Methodology

There are three principal approaches to tracking diversity in leadership positions. The first technique draws on self-reported employee data collected by human resources departments in organizations. Some organizations are required, under the Canadian Employment Equity Act, to collect this data in order to report on specific dimensions of diversity including gender, visible minority status, Aboriginal status, and (dis)ability, tracking overall representation as well as representation in management roles. Although many large employers in the GTA are covered by this legislation and do report on the representation of visible minorities at various occupational levels, most employers in the GTA are not required to provide this data.

The second form of data collection is surveys conducted by organizations on a voluntary basis in which employees self-report demographic information. Several large surveys have been conducted in the GTA, and we have drawn on these. Typically, in organizations where reporting is not legislated, the response rates for these surveys are less than 50%, which raises questions about the representativeness of the results. In addition, many individuals counted among the Statistics Canada categories of visible minorities often do not self-identify as visible minorities (Conference Board of Canada, 2004).

The third approach to tracking diversity in leadership is to rely on published information to determine the demographic profile of individuals. This technique has two limitations. First, not all of the organizations under study have published information about their senior executives and boards of directors. Second, sometimes, the demographic information is either not available or ambiguous. However, the advantage of this approach is that because the information is in the public domain, it can be verified more easily than survey data that is potentially non-representative.

For our study, we selected this third approach to supplement existing reports. Three researchers, who were trained on the Statistics Canada definition of visible minorities, independently examined captioned, publicly-available photographs to determine if the leaders included in our study were visible minorities. All data were coded twice and inter-coder reliability exceeded 95%. When there was any uncertainty or differences of opinion, another coder reviewed the data.

We also identified a pool of the most senior visible minority individuals in each sector. We asked them to provide advice to aspiring leaders.

Elected Officials

Overview of Research

Representation among political leaders sends a message about the accessibility of power in our political system and has significant implications for social inclusion as well as the development of policies that meet the needs of diverse citizens. Electoral representation is an important indicator of a democracy's health (Siemiatycki, 2008).

Diversity among political leaders is important because it:

- Signals that all citizens have equal opportunities and access to power;
- Ensures a broader range of perspectives to help shape priorities and impact policy-making on issues of importance to visible minorities and ethno-cultural communities;
- Offers greater potential for increased access to government, power and policy-making for traditionally under-represented groups and organizations;
- Assists in promoting commitment to diversity at all levels and mainstreaming diversity through policy-making processes; and
- Promotes social inclusion and participation of visible minorities in electoral processes by signalling inclusiveness and opportunities.

A recent and dramatic example is Barack Obama, the first African American President of the United States. His candidacy had a significant impact on voter turnout among visible minority communities: African American voter participation increased from 11% to 13% (Lopez, 2009). There is little doubt that his election has already had a significant effect on the hopes and aspirations of people around the world and, in particular, on African Americans:

Obama's victory marked a deeply emotional moment for African Americans [...] His rise was a tribute to generations of struggles, African Americans' unshakeable faith in their humanity, those eternal hopes that they could shift the trajectory of their nation's cruel history [...] This is the day for which so many prayed, so many marched and so many more sacrificed. This is a day of jubilation and celebration. This is the day to rejoice and recommit ourselves to restoring the American dream for us all (Zezeza, 2009).

While it remains to be seen how this will translate into concrete change, the impact of visible minorities in political leadership roles cannot be underestimated. While representation does not always translate into policies which advance the interests of ethnic minorities (Siemiatycki & Saloojee, 2002), there is general agreement that increasing representation will increase the likelihood that relevant issues will be addressed. Political representation remains "an issue of the utmost importance for the future of democracy" (Simard, 2000) and part of the commitment to a multicultural society (Paul, 2005).

In spite of notable success stories, studies of elected officials have demonstrated that there is under-representation of visible minorities in elected offices. For example, in 2005, when visible minorities accounted for 43% of the City of Toronto's population, they held only 14% of Provincial Parliament seats, 11% of Municipal Council seats, and 9% of the Federal Parliament seats elected in the city (Siemiatycki, 2008). Even where they are present in higher numbers, they are less likely to be in the most powerful positions in government—for example, to hold key cabinet posts. Earlier studies have shown that across the GTA, visible minorities are best represented in the "905" suburbs that are located beyond the City of Toronto (Siemiatycki & Matheson, 2005).

At the same time, it is worth noting that visible minorities are not homogeneous and some communities have achieved dramatic results. Canada's South Asian community has made the transition from being

completely under-represented to achieving a level of representation in the House of Commons proportional to their numbers in the general population, that is, 3.3% of the seats in the House of Commons compared to 3.1% of Canada's population. In contrast, Canada's Chinese community comprises 3.7% of the general population but only 1.6% of the seats in the House of Commons (Matheson, 2006). More research is needed to understand these differences.

Methodology

The five municipalities with the largest population of visible minorities (Toronto, Mississauga, Brampton, Markham and Richmond Hill) were selected for inclusion in our study. As the most diverse municipalities in the region, one would expect that the leadership would also be the most diverse. We considered the following groups:

- Catholic District School Board Trustees (Toronto, York, Peel) (n=27)
- Public School Board Trustees (Toronto, York, Peel) (n=40)
- Municipal Councillors (n= 87)
- Members of Provincial Parliament (n=35)
- Members of Parliament (n= 35).

All elected officials, which totalled 224 as of January 2009, were included in the study.

Findings

A breakdown of visible minority representation among School Board Trustees in relation to the visible minority population of the region is presented in Table 3. It shows a number of school boards have reached 25% representation among elected trustees—Toronto District School Board, York Catholic School Board, and Peel Region Public School Board.

Table 3: Visible Minorities in School Board Trustees

School Board Trustees	Population % Visible Minorities	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
Toronto District School Board	47%	22	22	6	27%
Toronto Catholic District School Board		12	12	1	8%
York Region District School Board	37%	6	6	1	17%
York Catholic District School Board		4	4	1	25%
Peel District School Board	50%	12	12	3	25%
Peel Catholic District School Board		11	11	2	18%
Public School Total	45.8%	40	40	10	25%
Catholic District School Total		27	27	4	15%
Total for All Schools		67	67	14	21%

Table 4 shows the visible minority representation among elected members of municipal councils of the five municipalities with the highest visible minority population in the Greater Toronto Area. Overall, Markham has the highest percentage of visible minority members in municipal council, at 25%.

Table 4: Visible Minorities in Elected Office – Municipal Councillors

Municipal Councillors	Population % Visible Minority	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
City of Toronto	47%	45	45	4	9%
City of Mississauga	49%	10	10	0	0%
City of Brampton	57%	11	11	1	9%
Town of Richmond Hill	45.7%	9	9	1	11%
Town of Markham	65.4%	12	12	3	25%
Total	49.5%	87	87	9	10%

Overall, almost one quarter of Members of Provincial Parliament (MPPs) for the five municipalities studied are visible minorities (See Table 5).

Table 5: Visible Minorities in Elected Office – Members of Provincial Parliament (MPPs)

Members of Provincial Parliament	Population % Visible Minority	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
City of Toronto	47%	23	23	3	13%
City of Mississauga	49%	5	5	2	40%
City of Brampton	57%	3	3	2	67%
Town of Richmond Hill	45.7%	1	1	0	0%
Town of Markham	65.4%	3	3	1	33%
Total	49.5%	35	35	8	23%

Table 6 is a breakdown of elected federal Members of Parliament (MPs) from five municipalities and the visible minority representation among them as compared to the visible minority population they represent. Overall, 14% of Members of Parliament from the targeted municipalities are visible minorities, with Brampton the highest, representing two of three MPs.

Table 6: Visible Minorities in Elected Office – Federal Members of Parliament (MPs)

Federal Members of Parliament	Population % Visible Minority	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
City of Toronto	47%	23	23	2	9%
City of Mississauga	49%	5	5	1	20%
City of Brampton	57%	3	3	2	67%
Town of Richmond Hill	45.7%	1	1	0	0%
Town of Markham	65.4%	3	3	0	0%
Total	49.5%	35	35	5	14%

The table below (Table 7) is an overall analysis of the different elected members and the degree of visible minority representation among them. Overall, 16% of elected officials for the targeted municipalities are visible minorities, compared to 49.5% of the population.

Table 7: Visible Minorities in Elected Office

Elected Officials	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
School Board Trustees	67	67	14	21%
Municipal Councillors	87	87	9	10%
Members of Provincial Parliament	35	35	8	23%
Members of Parliament	35	35	5	14%
Total	224	224	36	16%

In this sector we were able to collect data for 100% of the elected officials—224 of 224. Our analysis shows that, in the five municipalities in the GTA, visible minorities are under-represented, relative to the population, in elected offices in the Catholic and Public School Boards, and the municipal, provincial, and federal levels of government. They make up only 21% of School Board Trustees, 23% of MPPs, 14% of MPs and a mere 10% of Municipal Councillors, although they represent 49.5% of the population.

Put another way, in order to achieve proportional representation, together, these five municipalities would need to elect two times more visible minority MPPs, over three times more visible minority MPs, and five times more visible minority Municipal Councillors. Presently the highest rate of visible minority electoral representation at each level of government is found not in the City of Toronto, but in the “905” suburban municipality of the City of Brampton (29%).

Overall, the highest levels of visible minority representation were at the provincial level (23%), while only 10% of Municipal Councillors in the 5 municipalities studied were visible minorities. Among the jurisdictions considered, the City of Brampton had the highest percentage of visible minority MPs (67%) and MPPs (67%), while the Town of Markham Council had the highest proportion at the municipal level (25%).

School boards, which are often a starting point for individuals entering politics, had 21% visible minority representation overall. The Toronto District School Board Trustees had the greatest representation with 27% visible minorities, while the Toronto Catholic School Board Trustees was only comprised of 8% visible minorities (Table 3).

We also considered the combined representation of women in these jurisdictions (n=224) and found that only 36.1% (n=81) were female, despite comprising 50% of the population. However, females have achieved parity in Catholic District and Public School Boards representing 55% and 48% respectively. It is perhaps worth noting that Canada’s first female Prime Minister, Kim Campbell, initially ran as a School Board Trustee and that these offices may serve as an initial entry to politics.

Leading Practices

Considerable research has been devoted to better understanding the barriers to participation of immigrants and visible minorities in electoral politics and approaches to increasing their engagement (Black, 2001). Recent research challenges earlier studies, by demonstrating that immigrant and visible minorities are actively participating in electoral politics, although there are significant differences between ethnic groups and generations. In addition, ethno-cultural organizations and ethnic media influence involvement and socio-economic status is an important variable affecting participation (Black, 2001).

While limited research has been conducted on the paths to elected office, there is evidence that assuming leadership positions in ethno-cultural or other identity-based organizations creates opportunities (Jedwab, 2001). Gill (2000) notes that “it is widely accepted that service on high-profile non-profit boards is often used as a ‘stepping stone’ to local, provincial, or federal political office.” He calls this “...an integral dimension of the development of civic leadership in a democratic society.” Anecdotal evidence suggests that some members of cultural and visible minorities have used their experience in immigrant and minority community organizations to build a constituency for future involvement in the political arena (Jedwab, 2006). In addition, there is evidence that many candidates and elected politicians began in volunteer and staff positions. Encouraging participation of visible minorities in elected office requires careful attention to the “pipeline” used to attract, train and mentor candidates.

For example, a recent study of South Asian politicians in Mississauga and Brampton who achieved some of the highest rates of visible-minority political representation in the country after the 2006 election concluded that contributing factors included dense residential concentrations, strong socio-economic status, acculturation variables, and lower incumbency rates (Matheson, 2006).

Leading practices for increasing diversity among political leaders include:

- Increasing the interest and participation of immigrants and visible minorities in electoral politics generally through engagement with ethno-cultural organizations and the media;
- Ensuring that a pipeline exists for candidates, for example that staff positions with politicians are accessible;
- Analyzing the diversity of riding associations, candidates, elected officials and party leadership;
- Engaging ethno-cultural communities in policy development and campaigns;
- Engaging ethno-cultural communities in riding associations, recruitment, and the identification of potential candidates;
- Providing resources to candidates from diverse backgrounds so that they can be successful (campaign resources, volunteers);
- Running visible minority candidates in ridings in which they are more likely to be successful; and
- Providing coaching, training, and mentoring for candidates.

Leadership in Action

Olivia Chow, Member of Parliament (Trinity-Spadina)

Born in Hong Kong, Olivia Chow has a strong legacy of public service in Canada. As a 13-year-old immigrant teenager in the City of Toronto, Chow tackled the many challenges of adapting to a new country, including everything from its pastimes to its language.

She has been involved in many initiatives aimed at creating a more liveable and dynamic city focusing on economic opportunity, child poverty eradication, environmental enhancement, sound social services, immigrant services and childcare. In addition, she has been committed to making housing and public transit both affordable and accessible. Chow was also an early advocate of the arts, culture and rich diversity which, today, so famously sets Toronto apart.

She has been the recipient of numerous recognitions including the Consumers' Choice "Woman of the Year" award, along with an honorary degree from the Ontario College of Art and Design.

After learning English as a teenager, she studied fine arts at the Ontario College of Art and Design, and later Philosophy and Religion at the University of Toronto. Chow later earned an Honours BA in fine art from the University of Guelph in 1979.

Chow's advice to aspiring leaders: "It is important to get involved and take action. Talking about issues and creating a space for discussion are important parts of working for change, but without action, talk is meaningless. Join a political party [...] or join a movement group. Find something you are passionate about and from there you can begin to work for change. Volunteering for your local Member of Parliament's office is also a great way to get involved. Learn what MPs do and get connected."

**Margarett Best, Member of Provincial Parliament (Scarborough-Guildwood);
Minister of Health Promotion**

The Honourable Margarett Best was elected MPP in the riding of Scarborough-Guildwood in 2007, and appointed to Cabinet, as Minister of Health Promotion. A lawyer, advocate, mentor and community volunteer, she has been recognized with numerous awards for her community service, including the African Canadian Achievement Award in 2006.

The Minister is responsible for a Ministry that supports a wide range of programs and services that include chronic disease prevention, physical activity, sport participation, injury prevention and mental wellness.

She is a graduate of the University of Toronto at Scarborough and Osgoode Hall Law School, and she holds a Mutual Funds Certificate from the Investment Funds Institute of Canada.

Before joining government, the Minister ran a general a law practice. She has served in many volunteer roles including serving on the Black Business and Professional Association, the College Compensations and Appointments Council, the Shouters National Evangelical Spiritual Baptist Ministries, Sheena's Place Breakfast Committee, and the Ontario Provincial Police Advisory Committee.

In August 2008, the Minister was awarded an Honorary Doctor of Laws Degree by the Northern Caribbean University in Jamaica for empowering people of colour through humanitarian gestures.

The Minister's advice to aspiring leaders: "Work hard, persevere, give back to the community, be true to yourself and keep your integrity intact. True success is measured not by your accomplishments but rather by the obstacles one overcomes in getting there."

Public Sector Leaders

Overview of Research

Although public sector leaders are typically not as well known to the general population as elected officials, they play a pivotal role in shaping the way governments operate.

The importance of the demographic make-up of the public service, especially at the most senior levels, is well understood to be fundamental to democracy. The term “representative bureaucracy” was coined by J. Donald Kingsley in 1944, who wrote:

the democratic State cannot afford to exclude any considerable body of its citizens from full participation in its affairs. It requires at every point that superior insight and wisdom which is the peculiar product of the pooling of diverse streams of experience. In this lies the strength of representative government. Upon it depends the superiority of the democratic Civil Service over its totalitarian rivals. In a democracy, competence alone is not enough. The public service must also be representative if the State is to liberate rather than enslave (Evans et al., 2008).

The specific benefits of diversity in the public service include:

- A symbolic commitment to diverse and equal access to power;
- A broader range of experiences and knowledge available to the decision-making process;
- The ability to influence the process of agenda-setting and prioritization within the administrative state;
- A greater potential for the increased cooperation of traditionally under-represented groups with government as trust is built; and
- The broadening of the number of candidates who may be considered for public service appointments (Evans et al., 2008).

A national study of Deputy Ministers and Assistant Deputy Ministers in Canadian governments revealed that in 2006 only 4.2% of the sample identified themselves as visible minorities. More specifically, 16 % of the territorial, 5% of the federal, and 3% of the provincial samples identified as visible minorities (Evans et al., 2008).

At the municipal level, data recently released indicates that the Toronto Police Service has been making steady progress, with minorities comprising 10% of senior officers, 17% of all officers and 22% of civilians. A workforce survey of City of Toronto staff in 2007 indicated that 14% are visible minorities (James, 2009).

Methodology

Our study builds on previous research by focusing specifically on the GTA and the most senior executive positions in organizations. Municipal executives were selected according to the municipality's own definition of its senior-most public service members, although administrative structures and position titles vary by municipality. Chief Administrative Officer, City Manager, Deputy City Manager, and Commissioner were included in the tally¹ as well as police executives

¹ The City of Toronto is administratively headed by a City Manager and three Deputy City Managers. Reporting to them are the heads of 41 City Divisions holding a wide range of titles. We did not include division heads in our data collection.

(Chiefs and Deputy Chiefs), Ontario Deputy Ministers and Assistant Deputy Ministers. We assessed the entire Peel and York regions as well as the five municipalities, as certain roles are responsible for an entire region. For example, the police forces for the Peel and York regions are responsible for entire regions as opposed to individual municipalities.

We identified municipal and regional executives through an online search of specific municipalities and/or regions. If relevant data could not be found on the municipality’s website, we conducted a name search to locate demographic data. We identified Police Chiefs and Deputy Police Chiefs through an online search of each city or region’s respective police force website. Finally, we identified Ontario Deputy Ministers and Assistant Deputy Ministers by name and position title from the Ontario Government website (Service Ontario, 2008) which was followed by an online search for demographic data.

Of the 199 public sector leaders, we reviewed data on 123 leaders (62%).

Findings

Generally, visible minorities have not risen to the most senior leadership roles in the civil service compared to their achievements in elected office. At the municipal level, they are only 4% of the executive committee members for which data were collected, 8% of police executives (although this is a small number—one of twelve) and 10% of provincial Deputy Ministers and Assistant Deputy Ministers.

Table 9 provides a breakdown of visible minority representation among municipal officials as compared to the visible minority population of the municipality and region they represent.

Table 9: Visible Minorities in the Public Sector – Municipal and Regional Senior Executives

Municipal and Regional Executives	Population % Visible Minority	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
City of Toronto*	47%	4	2	0	0%
York Region	37%	7	7	0	0%
Region of Peel	50%	6	6	0	0%
Town of Richmond* Hill	45.7%	4	NA	NA	NA
Town of Markham	65.4%	4	3	0	0%
City of Mississauga*	49%	5	2	0	0%
City of Brampton	57%	8	8	1	13%
Total		38	28	1	4%

*data were available for less than 50% of the executive committee members

The representation of visible minorities among Police Chiefs and Deputy Chiefs is analyzed in Table 10. In the three regions, one Deputy Police Chief is a visible minority, which represents 8% of police executives.

Table 10: Visible Minorities in the Public Sector – Police Chiefs and Deputy Chiefs

Police Chiefs and Deputy Chiefs	Population % Visible Minority	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
Toronto Police Service	47%	5	5	1	20%
Peel Regional Police	50%	4	4	0	0%
York Regional Police	37%	3	3	0	0%
Total	45.8%	12	12	1	8%

Table 11 illustrates the breakdown of visible minority representation among Deputy Ministers and Assistant Deputy Ministers in the Ontario Government. A total of 9% of Assistant Deputy Ministers and 11% of Deputy Ministers were visible minorities.

Table 11: Visible Minorities in the Public Sector – Deputy and Assistant Deputy Ministers

Deputy Ministers (DMs) & Assistant Deputy Ministers (ADMs)	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
ADMs*	116	56	5	9%
DMs	33	27	3	11%
Total	149	83	8	10%

*data were available for less than 50% of ADMs

Table 12 is an overall analysis of visible minority representation in the public sector. In total, data were collected for 123 leaders in this sector and 8% were identified as visible minorities.

Table 12: Visible Minorities in the Public Sector

Public Sector	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
Municipal and Regional Executives	38	28	1	4%
Police Chiefs and Deputy Chiefs	12	12	1	8%
ADMs and DMs	149	83	8	10%
Total	199	123	10	8%

Overall, the representation of visible minorities is quite low in this category. Although the average visible minority representation of the GTA population is 40%, Brampton was the only municipality with visible minority leaders (13%) among its executive staff. Among Police Chiefs and Deputy Chiefs, the City of Toronto is the only police force with at least one visible minority in a senior executive role.

Leading Practices

Much has been written about the need to ensure higher representation among public service leaders (Conference Board of Canada, 2004; Evans et al., 2008; Galabuzi, 2001; Jain & Hackett, 1989) and strategies to achieve increased representation.

The key elements of an effective diversity strategy are similar across sectors and must address the following:

Senior leadership commitment: It is important to ensure that diversity is not a matter left to the human resources department. Senior leaders across the civil service must understand and communicate its importance to all staff not just in the language of equity and inclusiveness but in terms of diversity’s strategic importance to service delivery and to skilled worker recruitment and retention.

Measuring and establishing targets: Most government departments collect data but its utility varies considerably. Obtaining self-identification is often a challenge, sometimes because employees fear being targeted or singled out or because they worry about backlash. Careful attention to how information is collected and how the efforts around diversity data are communicated are essential. Tying self-identification to employee engagement surveys can work, if employees believe that it will make a difference. The Government of Ontario has recently coupled its employment engagement survey with self-identification data in an effort to more effectively benchmark and track progress.

Targeted recruitment strategies and succession planning: In all sectors, consideration needs to be given to identifying, attracting and retaining well-qualified visible minorities. Outreach through ethno-cultural organizations on campus and in the community as well as through ethnic media can provide new sources of talent. In fact, the Toronto Police Service has used this strategy to increase its pool of visible minority employees.

Development, retention and promotional strategies: Providing additional professional development and training opportunities where there may be particular skill needs, such as cross-cultural communication and negotiation for example, are part of an effective strategy. Developing formal networking and mentoring programs for under-represented groups championed by senior managers are also effective. The Ontario Public Service, for example, pairs deputy ministers with employees who are visible minorities or from under-represented groups.

Mainstreaming diversity: Diversity training and awareness throughout the organization are essential to creating an inclusive environment where visible minority leaders can progress and succeed. Examining the implications of diversity through the organization and communicating the case for diversity in relations with all stakeholders—suppliers, educational institutions, media and partners – helps to promote a culture of inclusion and also to shape the image of the organization as an appealing place to work. For example, the Toronto Police Service has recently undertaken an ambitious project to assess the implications of diversity and human rights through every aspect of the organization. York Regional Police has been a high profile partner on a number of diversity initiatives in order to promote its image as an employer of choice.

Leadership in Action

Fareed Amin, Deputy Minister, Municipal Affairs and Housing

Fareed Amin is currently Ontario’s Deputy Minister of Municipal Affairs and Housing, responsible for local governments, land use planning, affordable housing and building regulation in Ontario.

With over twenty years in the public sector, Amin held a number of other Deputy Ministerial portfolios in Ontario, including Deputy Minister of the Ministry of

International Trade and Investment, Deputy Minister of Economic Development, Deputy Minister of Citizenship and Immigration and Deputy Minister of Intergovernmental Affairs.

Amin also worked in the municipal sector. Between 2004 and 2006, he served as the Deputy City Manager, City of Toronto. During his tenure at the City of Toronto, he was responsible for a capital budget of \$1 billion, an operating budget of \$2 billion, and approximately 10,000 staff. His role provided governance and corporate oversight of Water and Wastewater, City Planning, Solid Waste Management, Transportation, Building, Fire, Environment, and the Waterfront Secretariat.

Previously Amin held progressively senior positions in the Ministry of Municipal Affairs, the Ministry of Northern Development and Mines, the Ministry of Transportation, the Ministry of Finance, the Premier's Office and Cabinet Office.

He has an undergraduate degree in Geography and Planning, a Certificate in Public Administration and a Master's degree in Public Administration. He is also a graduate of an intensive leadership program at Kennedy School of Government at Harvard University.

Amin's advice to aspiring leaders: "Adopt the principle of continuous learning, develop collaborative and respectful relationships with staff at all levels in the organization."

Keith Forde, Deputy Chief (Human Resource Command), Toronto Police Service

Keith Forde joined the Toronto Police Service in 1972. During his 34-year policing career, he has had uniform, investigative, and undercover drug operation duties. Forde was appointed Deputy Chief of Police in August 2005 and placed in charge of Human Resources Command, with a staff of more than 400 civilian and uniform officers - a position he still holds. Forde is City of Toronto's first visible minority Deputy Chief of Police.

Despite three decades of policing experience and leadership, Forde remains committed to personal learning and growth. Through the course of his extensive career, he has completed several post-secondary certificates in various disciplines, which he suggests help him to adapt and relate to his diverse constituency. Forde is a tireless community worker and fundraiser, and has received numerous awards from community organizations, government agencies, faith groups and his own police service.

Forde has been recognized as a role model for the African Canadian community. Among the long list of accolades, Forde has received the Harry Jerome Trailblazer Award, the African Canadian Achievement Award, Jamaica Community Award and the Chief of Police Excellence Award.

Forde's advice to aspiring leaders: "Whether you believe that you can or you can't—you're right!"

Corporate Sector Leaders

Overview of Research

Research has examined diversity among executives and within boards of directors and concluded that financial performance may be enhanced with diverse leadership. Studies have linked diversity in corporate executive roles and in corporate boards to overall performance. Diversity in background and experience add value to boardroom deliberations. Boards composed of people with a variety of backgrounds, skills and interests are less likely to enter complacent relationships with management and are more likely to exercise probity and independence in analyzing information and making decisions (Joint Committee, 2001).

As such, diverse organizations are better equipped to serve diverse markets in terms of strategy, product development, and service (Gandz, 2001). In 2001, visible minorities accounted for \$76 billion worth of purchasing power in Canada, and formed 48% of consumer markets in the City of Toronto. Customer orientation supports organizational performance when top management team diversity is high (Auh & Menguc, 2006).

Diversity also shapes leadership style and approaches (Carroll & Garkut, 1996) although other factors also come into play. Demographics shape identity and the way in which leaders frame problems and identify solutions (Carroll, 1993). Executive demographics are strong predictors of organizational outcomes (Wiersema & Bantel, 1992).

There is also a strong link between career satisfaction, employee retention and performance. Yet a recent study conducted by Catalyst and Ryerson University's Diversity Institute (2007) reveals significant gaps between the career satisfaction of visible minorities and their White/Caucasian counterparts in large Canadian corporations. The national survey of over 17,000 managers, professionals, and executives working in 43 Canadian organizations assessed employees' perceptions of career satisfaction and found that visible minorities were less likely to be satisfied with their careers than those who did not self-identify as members of a visible minority group. They tended to perceive that their skills were under-utilized and that they were held to higher performance standards. They were also more likely to say that "who you know" is more important than "what you know" in career development decisions. Visible minorities also reported that they were less likely to be included in informal networking practices. Respondents specifically noted a lack of role models and mentors (Catalyst & The Diversity Institute, 2007).

Past research has shown that, nationally, the level of representation of visible minorities in the corporate sector is 5% for senior executive and 4% for boards of directors. In 2005, in Canada, only 44% of boards had at least 1 visible minority director (SpencerStuart, 2006).

Methodology

Our study focuses on boards of directors and executive positions in the largest companies within the GTA.

To assess the representation of corporate sector leaders, we considered both boards of directors and senior executives of the largest companies headquartered in the GTA. To conduct our research, we selected the top 119 companies in the GTA, on the basis of the revenue as reported in the 2008 Financial Post 500, and analyzed the data available for boards of directors. Data were available for 472 board representatives 55 companies and 521 senior executives for 54 companies. This represented 86% and 95% of their

categories, respectively. Appendix 2 provides the complete list of companies reviewed and those analysed.

Findings

Table 13 represents the visible minority analysis of senior leadership in the corporate sector. Of the large companies considered, representation of visible minorities in senior executive roles was quite low (5%) and even lower for board members (3%). Our numbers suggest that organizations could significantly improve participation of visible minorities in executive positions as well as on corporate boards.

Table 13: Visible Minorities in the Corporate Sector

Corporate Sector	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
Boards of Directors	546	472	13	3%
Senior Executives	549	521	28	5%
Total	1095	993	41	4%

Leading Practices – for Boards

Some argue that “a diverse board is the most important aspect of corporate diversity. It shows the organization’s commitment and sets an example for the rest of the organization” (Virtcom, 2008). Increasing diversity on corporate boards requires a long-term and integrated approach which includes the following:

- *Planning:* Companies should forecast future board openings year by year over a five-year period.
- *Analysis:* If necessary, undertake an individual audit to define skills gaps in the new candidate specifications. This should be for all candidates, not only for visible minority board members.
- *Leadership:* Task the nominating committee, which is also ideally comprised of diverse members, with providing a list of diverse candidates to address board openings. This could be done with the help of an external search firm that has expertise in identifying diverse candidates.

In addition, boards should:

- Identify diverse candidates early. To find diverse candidates, organizations can outreach to ethno-cultural organizations and to non-profit organizations which are sometimes more diverse.
- Promote an inclusive board culture to ensure new members are supported, engaged and retained. Include teambuilding, mentoring and coaching. Ensure that processes are inclusive.
- Have an engagement plan for new members to support relationship building, and to provide opportunities to leverage skills.
- Communicate the business case for diversity and publicize new appointments from diverse communities.

Leading Practices – for Executives

Developing diversity among executives also requires a long-term view to develop a candidate pool for senior positions. Organizations should:

- Focus on developing the pipeline and representation in executive roles over the long-term, measuring workforce composition at each level. Set targets (not quotas). Most federally regulated corporations in Canada do this. Some, such as KPMG, also undertake detailed employee engagement surveys coupled with self-identification data to enable them to measure their progress in creating satisfying work environments for all employees.
- Provide senior management support to ensure the importance of diversity is communicated throughout the organization and aspiring leaders have the support they need. For example, several banks have executive diversity councils to ensure that diversity is tied to strategic and business unit plans as well as to performance measurement.
- Develop the appropriate infrastructure to guide the strategy which may include a diversity executive with vice-president or above status reporting into the executive level.
- Develop a diversity business plan to address major areas such as workforce diversity, training, affinity groups, supplier diversity, and diversity policy. For example IBM has established diversity training, councils, networks groups and mentoring (“Diversity @ IBM”, 2008).
- Develop workshops, mentoring and codes of conduct to mainstream diversity within the organization and build a culture that supports diversity.
- Mainstream diversity throughout the organization and in outreach to all stakeholders. Some large organizations, for example EDS (now part of HP) tracks diversity among suppliers. Other organizations have defined strategies for reaching ethno-cultural groups through specialized media. More organizations should consider issues of diversity in decisions about media purchases, advertising and public relations.
- Take a long-term view. For example, TD Bank Financial Group supports specific awards and programs including the Harry Jerome scholarships and Toronto Region Immigrant Employment Council mentoring programs with an eye to developing the talent pool early.
- Monitor and communicate results within the organization and in the broader community. Frito Lay has consciously included diversity as part of its product branding and to position itself as an employer of choice. These kinds of activities can have significant effects on the bottom line and on society.

Leadership in Action

Janice R. Fukakusa, Chief Financial Officer, Royal Bank of Canada

Janice Fukakusa is Chief Administrative Officer and Chief Financial Officer of RBC. As a member of RBC's Group Executive, she is one of nine executives responsible for setting the overall strategic direction of RBC. Since joining the company in 1985, her past roles at RBC have included Vice-President, Portfolio Management; Senior Vice-President, Multinational Banking; Chief Internal Auditor; and Executive Vice-President, Specialized Services.

Prior to joining RBC, Fukakusa worked at PricewaterhouseCoopers LLP where she obtained the professional designations of Chartered Accountant and Chartered Business Valuator.

Fukakusa obtained her Bachelor of Arts from University of Toronto and holds a Master of Business Administration from York University's Schulich School of Business.

Fukakusa is an active volunteer with Ryerson University, the United Way, the Centre for Addiction and Mental Health (CAMH) Foundation Board, the Schulich School of Business, and The Wellspring Cancer Foundation. Fukakusa was chosen as one of Canada's Top 100 Women for four consecutive years and was inducted into the Hall of Fame in 2007 by the Women's Executive Network. Moreover, in 2005, Fukakusa was selected as one of the 25 most powerful women in banking.

Outside of the office, Fukakusa says her family is a source of constant motivation, entertainment and awe. She says helping her kids succeed and providing them the opportunity to experience more in life than she has is among Fukakusa's greatest life goals.

Fukakusa's advice to aspiring leaders: "As you move into senior levels, you need to establish some depth and breadth. My recipe for success is to put myself in situations that pushed me out of my comfort zone."

Gyan Chandra, Managing Director, IBM Canada

Gyan Chandra leads IBM's strategic relationship with one of Canada's largest financial institutions. As a key leader in IBM's financial services sector, he is responsible for managing the global client relationship, the strategic direction of the organization's client satisfaction and bringing the entire value of IBM's breadth and capabilities to his clients. His deep understanding of the Canadian financial sector allows him to provide invaluable insight and guidance within IBM and externally.

Joining IBM in 1984, Gyan has continually demonstrated commitment and passion in the area of Sales and Marketing. Gyan has held several positions across IBM which include: General Manager, Insurance Industry; National Sales Manager for IBM Global Financing; and Alliance Executive for various telecommunications and utilities clients.

Prior to his career at IBM, Gyan worked at SPAR Aerospace as a Systems Engineer. One of his key deliverables included providing engineering support for the development of the Shuttle Remote Manipulator System (SRMS) or Canadarm used on the NASA space shuttle.

After completing his Bachelor of Engineering from the Indian Institute of Technology Roorkee, in India, Gyan pursued his Masters of Engineering at McMaster University and then completed his Masters of Business Administration at the Schulich School of Business at York University.

At IBM, Gyan acts as a mentor and strategic sponsor for the organization's visible minority constituency. He is committed to the advancement of diversity and inclusion within the organization. In addition, as an active member in his community and within the Vishnu Temple in Richmond Hill, he provides leadership and support to newcomers in the Greater Toronto Area by helping them develop their skills.

Gyan spent his childhood in Lucknow, India and immigrated to Canada in the early 1980's.

Chandra's advice to aspiring leaders: "Individuals should consider skills development within the Canadian educational system, not only to advance their capabilities, but also to directly impact their ability to acclimatize to the Canadian culture."

Voluntary Sector Leaders

Overview of Research

In Canada, the voluntary sector consists of 180,000 non-profit organizations of which approximately 80,000 are registered charities. The sector employs over 1.3 million people in communities across Canada and includes 6.5 million volunteers (Voluntary Sector Initiative, 2009). These organizations often provide services to the community which supplement government efforts and play a major role in the economy (Barr et al., 2006; Hall et al., 2004).

Given their critical role in Canadian society, it is important that the executives of these organizations understand the myriad of interests and needs of their stakeholders and clients. In addition, boards of directors play a pivotal leadership role in this sector as they assist in developing the strategic direction of the organization. Non-profit boards play an important role in establishing the legitimacy of the organization and commitment to the communities they serve (Abzug & Galaskiewicz, 2001). Having a diverse board enables an organization to be more responsive to its stakeholders and also is tied to both fundraising and social performance or community member attitudes towards the organization (Brown, 2002). Overall, research on this sector is uneven, in part due to a lack of consensus on the definition of “non-profit organization.” A recent survey (Bradshaw et. al. 2009) of non-profit organizations across Canada collected responses from 240 relatively large organizations and found that that, on average, White/Caucasians accounted for 87.6% of board members. The study also identified a range of recruitment strategies to increase diversity on boards and suggested that there was a relationship between board performance and the degree of diversity in its composition.

While non-profits include a wide range of organizations from professional associations to advocacy groups, for the purposes of this study, we focused specifically on charities and foundations registered in the Greater Toronto Area.

Methodology

To assess the visible minority representation of voluntary sector leaders in the GTA, we focused on the board of directors and senior executives in 20 of the largest charities and foundations located in the GTA. The top organizations were selected by their revenue based on a search of the Canada Revenue Agency database and cross-checked with Imagine Canada’s list of the largest organizations based on assets. Individuals were identified through online searches of names and data. Because ethno-cultural foundations and charities tend to be dominated by the ethnic and cultural groups they represent, they tend to skew the results and so, on the advice of experts, they were removed from the list. Data for charity and foundation boards and executives were studied (See Appendix 3).

With regard to charities and foundations, we analyzed 285 board members and 59 senior executives representing 81% of their respective categories.

Findings

Among the large charities and foundations we analysed, 8% of senior executives and 14% of board members were visible minorities.

Table 14: Visible Minority representation in Voluntary Sector Boards and Executives

Voluntary Sector	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
Boards of Directors	351	285	39	14%
Senior Executives	73	59	5	8%
Voluntary Sector Total	424	344	44	13%

The representation of visible minorities in the voluntary sector (Table 14) is higher than in the corporate sector. Representation in the voluntary sector in charities and foundations is 14% for boards of directors while it is just 3% among the large businesses analyzed. Among senior executives (charities and foundations) visible minority representation is 8% while it is only 5% for large businesses. While their numbers are still low, non-profits have developed strategies to cross-pollinate membership in order to pull more visible minorities into board positions. Corporate sector boards may benefit from drawing on individuals with experience in the non-profit sector or government.

Leading Practices

Mirroring the corporate sector, members of the voluntary sector have recently undertaken a number of initiatives as part of their strategy to address the under-representation of visible minorities in leadership positions.

For example, as a part of its commitment to diversity, the Heart and Stroke Foundation of Ontario employs a Diversity Health Information Business Unit, working to ensure practices are in place to encourage the development and advancement of visible minorities within the organization and in leadership roles (Heart and Stroke Foundation, 2009).

The YMCA of Greater Toronto recently won a “Diversity in Governance (Trailblazer)” award from Maytree in recognition of having a governing body that reflects the diversity of the people who live and work in the GTA (YMCA, 2008). The YWCA established a diversity task force to develop an integrated strategy to promote diversity.

In addition, outreach to ethno-cultural voluntary organizations has helped voluntary organizations identify potential candidates for staff and board positions.

Leadership in Action

Paulette Senior, CEO, YWCA Canada

Paulette Senior has overcome the obstacles of immigration and divorce to become a role model for her community. Born in Jamaica, she moved to Canada at the age of 11. Since her youth, Senior has been actively engaged in non-profit organizations as a front-line individual providing assistance to women and children. Senior parlayed this voluntary community experience into a leadership role; in 2006, after 20 years experience with various non-profit organizations (including 12 years with the YWCA), she came to occupy her current position, as CEO of the YWCA of Canada, the country's oldest and largest women's multi-service organization. Through the course of her career, Senior has been involved with many non-profit organizations including as the executive director of Yellow Brick House of Aurora. Other organizations to which she has contributed include the College of Occupational Therapists, Police Race Relations Monitoring Audit Board, Black Business and Professional Association, and the Rouge Valley Health System.

She is also the 2006 recipient of the Margot Franssen Leadership Award in 2006, the Black Women's Civic Engagement Network's Champion Award in 2009, the African Canadian Achievement Award, and the Matilda Van Cooten Award for Excellence in Single Parenting in 2004. She has a keen interest in the role of women in politics, and has run for municipal, provincial and federal office.

Senior graduated from York University with an Honours Bachelor of Arts in psychology and urban studies.

Senior has the experience of being an immigrant to Canada: "I grew up not really knowing where my feet were and I went through quite a period of uncertainty." But she attributes her success to determination and discipline, and says "there really is no giving up."

Senior's advice to aspiring leaders: "You have to be resilient in terms of the adversity you face, and that's what I admire in people even now." No stranger to adversity herself or to racism, she advises aspiring leaders to remember, "You cannot do anything about what people say to you. But you can control your reaction to it."

Dr. Chi-Ming Chow, Board Member, Heart and Stroke Foundation of Ontario

Dr. Chow is a prominent physician working as an attending staff cardiologist at St. Michael's Hospital and an associate professor in the Department of Medicine, University of Toronto. He has authored multiple peer-reviewed journal articles and presented at local, national, and international scientific meetings. He has also developed several medical education software programs which are being used by medical professionals and students internationally. He has won a number of local and national teaching awards to recognize his teaching and innovation in medical education.

Recognizing the growing threat of cardiovascular diseases to immigrants and ethnic populations, Dr. Chow has been an active participant and spokesperson for the Board of the Heart and Stroke Foundation of Ontario. He is also the Vice-President of the Chinese-Canadian Council and works on health promotion and research among ethnic Chinese. He is an editor of the quarterly Chinese Heartbeat news and created Chinese brochures and DVDs to spread the message of heart healthy lifestyles within the Chinese Canadian community.

Dr. Chow has devoted many years to improving his education—he has an undergraduate degree in computer science from Brown University, USA, an MSc in Epidemiology from McGill University (1997), and received his Doctor of Medicine (1990) from McGill University (Montréal, Québec).

He then pursued his clinical and research echocardiography fellowship at Massachusetts General Hospital, Harvard University, before joining the Division of Cardiology at St. Michael's Hospital in 2001. He attributes his success to very supportive family and helpful mentors.

Chow's advice to aspiring leaders: “Remember the 3Ds: 1) Discovery—always think out of the box; 2) Diligence—1% inspiration, 99% perspiration; 3) Dedication—never settle for second best and never take no for an answer. Also, when someone tells you this is the way to do things, ask why. When someone tells you this is not the way to do things, ask why not.”

Education Sector Leaders

Overview of Research

Education plays a key role in helping students prepare for their future. Leaders who reflect students' cultural backgrounds are necessary to project a positive image of visible minorities to students from an early age, even before they enter the workforce. Diverse leadership in the education sector has both a symbolic and practical importance. Diversity among teachers and academic leaders promotes education policies and teaching practices that promote a civic culture inclusive of diversity (Butler, 2000).

According to Lumby et al. (2007), “a powerful commitment to equality and diversity is viewed by many as integral to progressing further education’s strategic mission. The sector has long been committed to such values, historically focused on an inclusive approach to education and training.” In higher education, in particular, it is essential to developing critical thinking. “The incorporation of diversity into pedagogical practices in higher education changes societal mind-sets and challenges the structural arrangement of persons in society” (Campbell, 2000). It has been a high priority in Ontario for more than a decade (Ontario Ministry of Education, 2008).

Research shows that:

- Diverse leadership plays an important symbolic role in shaping the aspirations of young people (Blau & Stearns, 2003). Failure to provide positive role models can lead to social exclusion, which carries with it very high social and economic costs (Ryan et. al. 2007).
- Under the right conditions a more diverse leadership has the potential to raise the performance of the sector to the benefit of learners, staff and the business community (Aguirre & Martinez, 2002).
- Visible minority school leaders can be strong role models to visible minority students and can help promote minority students’ academic success, which in turn is essential to economic and social development (Sanchez et al., 2008).
- Visible minority teachers and administrators also have the capacity to promote stronger relationships with visible minority students and communities. In part, this is a consequence of “cultural synchronization”—superior ability to read and understand students’ language, cognitive abilities, worldviews and communication styles (Ryan et. al., 2007).
- Principals in high schools set the tone for diversity practices. In general, white principals are perceived as being less effective in doing this than visible minority principals (Carr & Klassen, 1997). Visible minorities are better positioned to deliver culturally responsive pedagogy and to help prepare students to succeed in a world that tends to marginalize them (Ryan, et. al. 2007).

Unlike the US, research shows that in Canada six of the highest achieving groups at the post-secondary level are “racialized” (i.e., visible minorities) (Herberg, 1990). In addition, immigrants to Canada (a high percentage of which are visible minorities) are more highly educated than the average Canadian-born citizen.

In spite of this, visible minorities are under-represented in leadership positions in the education sector and there is evidence that they face many barriers to securing employment and advancing (Ryan et. al., 2007).

While many post-secondary institutions have employment equity offices, their impact is variable and problems of systemic racism have not been effectively addressed (Drolet, 2009). In addition, the composition and autonomous nature of hiring and promotion committees makes it challenging to implement practices to promote diversity.

Yet, there appears to be progress. At colleges and universities, the processes for appointing boards of governors have increasingly incorporated diversity along with other criteria in recruiting and assessing candidates (Maytree, 2008).

Methodology

First we collected data on school board directors of public and separate school boards in Toronto, York and Peel districts. We obtained data on 11 of 18 individuals.

For school principals and vice-principals in the Toronto District School Board (TDSB), we referred to an extract from the *Report of Workforce Census* (Herring, 2007). The figures were validated by the Toronto District School Board.² Finally, we identified board members and executives (presidents, vice-presidents, provosts, and vice-provosts) of GTA-based colleges and universities demographic data were collected through an online search. We obtained information on 256 of 313 leaders (82%).

Findings

The following table (Table 15) is an analysis of the visible minority representation among School District Directors as compared to the visible minority population they serve in the different regions. Among the individuals for whom there were data (11 of 18) we found no School District Directors who are visible minorities although one appointment begins in June and will be reflected in next year's tally.

Table 15: Visible Minorities in Education – School District Directors

School District Directors	Population % Visible Minority	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
Toronto District School Board	47%	2	1	0	0%
Toronto Catholic District School Board		4	4	0	0%
York Region District School Board	37%	2	1	0	0%
York Catholic District School Board		3	1	0	0%
Peel District School Board	50%	4	3	0	0%
Peel Catholic District School Board		3	1	0	0%
Total	45.8%	18	11	0	0%

Visible minorities comprise 19% of the Toronto District School Board principals and vice-principals as identified through a survey (Table 16).

² Pardeep Singh Nagra, Manager, Employment Equity Office.

Table 16: Visible Minorities in Education – Toronto District School Board (TDSB) Principals and Vice-Principals

Toronto District School Board (TDSB)	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
Principals and Vice-Principals	1004	924	178	19%

Table 17 is an analysis of the visible minority representation among college and university leaders. While the boards of governors are elected, college executives (presidents and vice-presidents) make up the senior executive. Visible minorities are more than one quarter (27%) of college boards and 20% of college executives compared to 24% of university boards and 11% of university executives.

Table 17: Visible Minorities in Post-Secondary Education - College and University Leaders

College and University Leaders	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
College Executives	34	25	5	20%
College Boards of Governors	99	62	17	27%
College Total	133	87	22	25%
University Executives	42	38	4	11%
University Boards of Governors	138	131	32	24%
University Total	180	169	36	21%
College and University Leaders Total	313	256	58	23%

Table 18 is the overall visible minority representation in the education sector which shows college leaders to be the most diverse, with a total of 25% visible minorities among the leaders analysed.

Table 18: Visible Minorities in the Education Sector

Education Sector	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
School District Directors	18	11	0	0%
TDSB Principals and Vice-Principals	1004	924	178	19%
College Leaders	133	87	22	25%
University Leaders	180	169	36	21%
Total	1335	1191	236	20%

Leading Practices

- Explicit commitment to diversity is essential. In the *Principle of Participation and Equal Chances*, the Toronto District School Board (TDSB) outlines its commitment to diversity for its teachers and principals, encouraging leadership opportunities for its diverse staff. It also created an Executive Officer of Student and Community Equity position in August 2005, the first regional school authority in Canada to do so. The TDSB has developed policies and procedures to ensure that its hiring and promotion practices are bias-free and “promote equitable representation of [its] diversity at all level of the school system” (TDSB, 2007).
- The University of Toronto has a Vice-President of Human Resources and Equity signalling that diversity is a critical strategic issue for the institution. Among its many leading practices are an employee engagement survey, extensive data collection and benchmarking, and transparent sharing of results including areas of strength and weakness (Hildyard, 2008).
- A strategic focus on diversity at the board level has paid off for colleges and universities. Seneca College uses a detailed competency matrix of the skills and experience needed to complement the existing board. In an effort to promote diversity, Seneca solicits applicants from its alumni, from major employers of its graduates, and from its education partners both in Canada and abroad.
- Since 1994, York University has also had a protocol regarding the composition of the board, its roles and responsibilities. The board’s Governance and Human Resources Committee reviews membership and balance on the board and recommends new appointments to the Executive Committee based both on experiential and diversity criteria from its community and alumni. In the last three years, 50% of the new external governors are visible minorities (Maytree, 2008).
- Diversity training is critical within organizations and boards of directors to ensure that strategic directions are translated into practice and that a culture of inclusiveness is promoted. At the University of Toronto, equity, diversity and proactive recruitment are priorities in a three-day training program for new administrators.

Leadership in Action

G. Raymond Chang, Chancellor, Ryerson University and Chairman, CI Financial

G. Raymond Chang has been a supporter of Ryerson University for many years. He has been a member of the Board of Governors since 2001 and became Chancellor in 2006. A passionate advocate for life-long learning, he received an honorary doctorate from Ryerson in 2005. He has been a significant contributor to the G. Raymond Chang School of Continuing Education, which is named in his honour.

A successful businessman, G. Raymond Chang is Chairman of CI Financial (CI). In his 25 years at CI and together with three partners, he took the company from a small money manager with \$5 million in assets to one of Canada's three largest investment fund companies with more than \$80 billion in fee-earning assets. Chang joined CI in 1984 as Vice-President and Chief Operating Officer and was promoted to President and COO in 1994. Two years later, he became President and Chief Executive Officer. He was appointed Chairman in 1999.

As well as making his mark as a leader in the corporate sector and in the education sector, Chang devotes time and support to good works in the community. He is an active member of the Board of Directors of the Toronto General & Western Hospital Foundation. His generosity allowed for the creation of the Gladstone and Maisie Chang Chair in Teaching of Internal Medicine at the University Health Network, named for his parents. Chang also established a fellowship to train West Indian doctors at the University Health Network. He is also a Governor of the Royal Ontario Museum.

Chang also supports good works in Jamaica, the country of his birth. He has assisted farmers to become self-sufficient by providing start-up capital, and on-going advice on markets. He has been a generous benefactor of continuing education and young adult learning, particularly at St. George's College, his alma mater high school, as well as the University of the West Indies. He also helped to initiate a ground-breaking collaborative distance education program, between Ryerson and the University of the West Indies, for nurses in the English-speaking Caribbean. Most recently, Chang funded a chair in family medicine at the University of the West Indies. He has also invested in areas of commerce, manufacturing, agriculture and tourism in Jamaica and Canada, and sits on the board of Grace, Kennedy and Company Limited. In 2003, he was honoured with the Prime Minister's Medal of Appreciation for Service to Jamaica. In 2008, he was appointed Special Consultant to the Government of Jamaica, by the Prime Minister of Jamaica.

Chang's advice to aspiring leaders: "Believe in the best of the human spirit and that we all have the ability to extend ourselves well beyond our boundaries, whatever they may be or, wherever we may be."

Vicki Bismilla, Vice President Academic and Chief Learning Officer, Centennial College of Applied Arts and Technology

Vicki Bismilla has been the Vice President, Academic and Chief Learning Officer of Centennial College since 2005. Her experience includes corporate operations, diversity training and leadership, academic policy and change management. Previously she has been a teacher and principal. She was also Education Officer for the Ministry of Education and Superintendent of Education for the York Region District School Board. In her role as Superintendent, she initiated 20 equity programs and committees to form an infrastructure for the board to address issues of equity and, as a result, was honoured with their Excellent Employee Award in 2004.

Bismilla initiated the province-wide Equity Committee for Supervisory Officers from boards across Ontario and taught the Supervisory Officer Qualification Program. She has chaired international conferences on equity issues and won the Province of Ontario Volunteer Service Award in 1998 which marked her volunteer service as President of the Board of Directors for the Scarborough Women's Centre. She has been profiled in the Who's Who of Canadian Women for five years.

Bismilla was born in South Africa into a family involved in the anti-apartheid movement through the Natal Indian Congress. She graduated from the University of South Africa with a Bachelor of Arts Degree in English Literature and Drama and immigrated to Canada in 1970. Since then, she has completed her Honours Degree in English Literature, her Masters Degree in Education and her Supervisory Officer's Certification. She is presently engaged in doctoral studies at OISE in the field of Second Language Education to benefit ESL college students. Bismilla lives in the Scarborough community where she contributes to a number of voluntary organizations including the Scarborough Hospital Board of Directors.

Bismilla's advice to aspiring leaders: "Always remember that you can make a difference. You can change the world, if you want to. Change begins right here in the communities in which we live and work. And remember to mentor others along your pathway - lift as you climb."

Provincial and Municipal Agencies, Boards, and Commissions

Overview of Research

Many important government services are administered through separate agencies, boards, and commissions, and other special purpose bodies which have different relationships with governments. These organizations are governed by boards which may include elected and appointed representatives and range from large highly autonomous institutions (e.g., the Toronto Public Library; Toronto Police Services Board) to other, much smaller, advisory bodies that are involved with local projects and facilities.

In addition, municipalities and the provincial and federal governments are the sole, or a major, shareholder in a number of corporations that deliver vital services and programs. Examples include Toronto Hydro, Toronto Community Housing Corporation, Hydro One and the Ontario Lottery and Gaming Corporation.

Finally, governments also nominate or appoint citizens to the boards of certain external organizations (for instance, the Toronto and Region Conservation Authority). General agencies, boards, and commissions in Toronto include: the Board of Health, Exhibition Place, Toronto Atmospheric Fund, Toronto Parking Authority, Toronto Police Services Board, Toronto Public Library Board, Toronto Transit Commission, Toronto Zoo (City of Toronto, 2009). Provincial Corporations include some of the largest corporations in Canada, such as the Workplace Safety and Insurance Board (WSIB) and the Liquor Control Board of Ontario (LCBO).

The processes for government appointments to agencies, boards, and commissions have garnered considerable attention in recent years. For example, the Public Policy Forum undertook a review of federal level Governor in Council appointments and recommended reform and implementation of best practices (Public Policy Forum, 2004). The study noted that although much of the federal government's work is delegated to 170 agencies, boards, and commissions, equitable and transparent appointment processes are essential. While acknowledging the legitimate role of the alignment in political philosophy with the current government, they also insist on the importance of representation and the qualifications of the candidates in the selection process. Their recommendations include a number of process changes to expand the pool and to promote diversity, as well as improving training and accountability (Public Policy Forum, 2004).

Although there has been virtually no research specifically on diversity in agencies, boards, and commissions, these institutions are among the largest corporations in the country and are thus considered major employers. In addition, they hold considerable influence over policy implementation and decision making and are major service providers in the GTA.

According to the Toronto City Appointments Report for 2003-2004, only 22% of the 15 participating appointments in the City of Toronto were held by visible minorities (Toronto City Summit Alliance, 2007). This report was based on a self-identification survey of appointments to 15 of the 89 boards in the City of Toronto with a 60% survey return rate. The City devised a targeted strategy, and, as the numbers below show, achieved almost a 40% increase in representation in under five years.

Methodology

For the City of Toronto agencies, boards, and commissions category, information was provided by the City of Toronto Strategic and Corporate Policy Division in their 2007-2008 City Appointees Report. A total of 147 senior executives in City of Toronto agencies were included.

For the provincial agencies, boards, and commissions category, we referred to the Financial Report submitted by the Ministry of Finance for 2007-2008 to gather the names of the boards of Ontario agencies, boards, and commissions. In total 235 individuals were identified. All individuals were identified through an online search of names and demographic data.

Findings

Table 19 analyses the visible minority representation among Toronto and Ontario appointments to the agencies, boards, and commissions. Within City of Toronto, 31% of board members are visible minorities compared to only 11% among Ontario agencies, boards, and commissions included in our study.

Table 19: Visible Minorities in Toronto and Ontario Agencies, Boards, and Commissions

Agencies, Boards, and Commissions	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
City of Toronto Agencies, Boards, and Commissions	156*	147	46	31%
Ontario Agencies, Boards, and Commissions	272	235	25	11%
Total	428	382	71	19%

**Derived from reported response rate*

Visible minorities in the City of Toronto agencies are better represented (31%) than in provincial agencies (11%). It would seem likely that this is the result of the concerted efforts to recruit and place visible minorities in these roles in the City of Toronto agencies, boards, and commissions appointments, as described below.

Leading Practices

To address the under-representation of visible minorities in leadership positions on City of Toronto's agencies, boards, and commissions, a concerted effort for 2006-2007 appointments was undertaken to outreach to different ethnic groups. Strategies included:

- Advertising in East/Southeast Asian newspapers;
- Attending Maytree information sessions and specialized conferences;
- Consulting with youth groups;
- Sending announcements to numerous ethno-cultural groups; and
- Creating a brochure on diversity in public appointments for the website.

Toronto also took measures to improve its recruitment processes. All appointment applications were received online and compulsory information sessions were eliminated. A diversity survey was included in each application, which applicants could fill out on a voluntary basis. As a result

of its focused efforts, the City of Toronto increased visible minority representation on its boards dramatically from 21% in 2003-2004 to 31% in 2007-2008.

Providing strong support for board members, once they are appointed, is also critical in terms of training and creating an inclusive board environment. The Town of Markham provides training to its boards on both formal and informal governance with the goal of accommodating diversity around the board table. Markham's orientation includes how to navigate through formal meeting procedures and, in addition, how to effectively communicate in cross-cultural environments as part of its diversity training (Maytree, 2008).

Leadership in Action

Alok Mukherjee, Chair Toronto Police Services Board

Alok Mukherjee is currently Chair of the Toronto Police Services Board. Mukherjee has built a reputation as an equity and human rights advocate in the city.

Mukherjee was a partner of Partners in Equality and a member of the Doris Marshall Institute for Education and Action. He served as Acting Chief Commissioner and Vice Chair of the Ontario Human Rights Commission, and as a member of the Ontario Civilian Commission on Police Services. Mukherjee has also served as a member of the Board of Governors of Centennial College. He has been active in several community organizations, including the South Asian Fellowship, the National Association of Canadians of Origins in India, and South Asians Fighting Against Racism.

He is frequently called upon to speak and write on human rights, employment equity and anti-racist education issues.

An immigrant from India – coming to Canada in 1971 – Mukherjee encountered racial prejudice and discrimination early. There was a lack of recognition of his international credentials and teaching experience. As a result of these experiences, he became a community activist working for equity and fairness in educational, government and community organizations.

Mukherjee holds a PhD in English. He is the author of several books, the most recent being This Gift of English: English Education and the Formation of Alternative Hegemonies in India (Orient Black Swan, 2009).

Mukherjee's advice to aspiring leaders: "Be strategic in seeking change. Be knowledgeable about the formal and informal culture and processes of the organization you seek to change. Find allies who share your vision and support your efforts. Be persistent and have more than one approach in your change toolkit!"

Jennifer Lynn, Board Member, Ontario Trillium Foundation

Jennifer Lynn's extensive volunteer leadership has focused on organizations dedicated to diversity and Aboriginal issues, social services, education, and arts and culture. She was appointed to the board of the Ontario Trillium Foundation in 2004 and serves as Vice Chair of its Governance Committee. Deeply committed to issues of social justice, equity and multiculturalism, she is committed to building a more inclusive and fair society through her professional work and community service.

At the forefront of significant initiatives to effect systemic and institutional change, Lynn is the Founding Chair of the Race Relations Advisory Council on Advertising. The work of the council resulted in the "Color of Your Money" program which was widely recognized for its value in corporate Canada's growing responsiveness to the rapidly changing demographic composition of Canada. She is also a founding member of the National Movement for Harmony in Canada.

Lynn is a special advisor on the Toronto Region Immigrant Employment Council and a member of the Honorary Chairs Council for the United Way of Greater Toronto. She is the past Chair of the Board of the United Way of Greater Toronto and was instrumental in deepening the organization's relationships with ethno-cultural communities, including the establishment of its Chinese Leaders Task Force which initiated the United Way's first Chinese-language public service announcement campaign.

She has also served on the Executive Committee and as Vice Chair of the Governance Committee at the Royal Conservatory of Music and on the boards of United Way International and PhotoSensitive and in senior volunteer roles with Obsidian Theatre Company and Conestoga College.

She is President of LCI Associates Inc. LCI specializes in strategic communications, diversity solutions and public relations services. The firm works with government, business and non-profit organizations in connecting people, ideas and communities to achieve objectives through communications and relationship management strategies.

Lynn is the recipient of the Queen Elizabeth II Golden Jubilee Medal, the Province of Ontario Volunteer Service Award, and the United Way of Canada Chair's Award of Distinction.

Lynn's advice to aspiring leaders: Lead by example in a manner that inspires us to bring out the best in each other.

Conclusions and Implications

Overview

Visible minorities are under-represented in the senior-most leadership positions in the GTA. Just 13% of the 3257 leaders we examined in our study are visible minorities compared to 49.5% among the population in the municipalities under study.

Sector-specific Findings

Table 20 summarizes the results which have been highlighted in each chapter of this report.

Elected: Visible minorities are best represented at the provincial level in which 8 of 35 (23%) MPPs in the targeted municipalities are visible minorities compared to 21% of School Board Trustees, 14% of Federal MPs, and 10% of Municipal Councillors.

Public Service: In provincial ministries and municipal government departments, visible minorities represented only 4% of senior employees in municipal governments but 8% of police executives and 10% of provincial deputy ministers and assistant deputy ministers.

Corporate sector: Visible minorities accounted for only 5% of executives and 3% of board members.

Voluntary sector: Within the largest charities and foundation, visible minorities represented 14% of executives and 18% of board members.

Education: There are no school boards with visible minority directors (although this will change with a recent appointment, which will come into effect in June 2009) but 19% of principals and vice-principals in the Toronto District School Board are visible minorities. Visible minorities are 20% of College executives and 11% of university executives, in comparison to 27% of College boards and 24% of university boards in the GTA.

Agencies, Boards, and Commissions: About 31% of the City of Toronto's municipal agency appointments are visible minorities. This is the highest percentage found in any sub-group we examined. According to reports from the City of Toronto, this is a 40% increase in three years. Their success in the area has been a result of tracking, analysis and targeted strategies.

Comparing Across Sectors

The nature of each sector makes cross-sectoral comparisons difficult. Because of the different approaches used to collecting data and the differences in the scale of organizations, we should be cautious about drawing conclusions. However, some observations can be made when comparing the various sectors (see table 20).

Table 20: Visible Minority Representation by Sector

Sector	Total Analyzed	% Visible Minority
Elected Officials	224	16%
Public Sector Executives	123	8%
Corporate Sector Boards and Executives	993	4%
Voluntary Sector Boards and Executives	344	13%
Education Sector Boards and Executives	1191	20%
Government Agencies, Boards, and Commissions	382	19%
Total	3257	13%

First, it is evident that some areas we examined have much higher levels of representation than others. The education sector is the clear leader. The corporate sector has the fewest visible minority leaders.

More research is needed on the qualifications, career paths and selection processes among and within sectors to better understand the differences. It is clear from the biographies of individuals featured in this report that there is some movement between sectors. For example, successful and aspiring politicians sometimes become CEOs in the voluntary sector. Successful business people often move to the boards of agencies, educational institutions and non-profit organizations. There is also movement from the corporate sector to the public sector in staff positions.

It is not clear, however, that there is as much movement into the corporate sector from the other sectors and this could be a reason that corporate sector boards are the least diverse group in our study. Previous research supports this tentative conclusion. Dhir (2009), for example, suggests that systemic barriers exist to corporate sector boards because of what he terms “the pool problem.”

While the non-profit and for-profit sectors are distinct, many of the skills required of board members are similar, and this may offer an important source of lateral recruitment for corporate boards. In addition, drawing from research on federally regulated organizations—notably financial institutions and telecommunications companies which must report on the demographics of their workforce—there are reasons to be optimistic. Based on these reports, there is evidence of progress in the “feeder” roles, or the next level of managers who eventually will serve as executives.

Second, in all sectors except the corporate sector, boards are more diverse than senior executives. This is likely due to the significant differences in selection and recruitment processes.

Action: Individuals, Organizations, and the Community

There is little doubt that significant progress has been made in recent years for visible minorities moving into leadership roles across the spectrum and our report is full of examples of well-qualified and successful leaders in the GTA. At the same time, it is clear that the representation of visible minorities in leadership roles is not proportionate to the general population in the GTA or even the organizations they lead.

As one of the most richly diverse communities in the world, the Greater Toronto Area has enormous potential to leverage its diversity for success in the global economy. To ensure that the region's potential is met by individuals, organizations and the community, we have presented a number of recommendations. The list is drawn from previous literature on the topic, and is by no means exhaustive. These have been chosen because they relate most closely to our findings and our observations on our data.

Count: What Gets Measured Gets Done

Even in the corporate sector, there is evidence that counting can lead to results. Federally regulated organizations have advanced more quickly than others in part because they have been analyzing and reporting on participation rates at all levels for many years.

On the other hand, it is still very difficult to get demographic data on the leadership of many organizations, even in the public sector. To get data which is specific to the GTA is even more challenging. More work needs to be done to ensure organizations collect and share data to allow for easy analysis and comparison.

Organizations also do little analysis of their workforce to gather information about the pipeline. Some organizations do not undertake employee satisfaction surveys because they are concerned about the results that they will get. However, building a fact base around visible minority career advancement experiences is important and offers a feedback channel for visible minority managers, professionals, and executives.

Set Targets

The City of Toronto is a leader in diversity because it set targets and measured results. Targets are not quotas but goals and without explicit goals diversity is not likely to be a priority. Many boards make representation a key criterion, along with other key competencies and ensure a proportion of seats are allocated to under-represented groups. Many private and public sector corporations have explicit targets for diversity and some even tie it to managers' performance measures.

Lead: Make Diversity a Strategic Priority

Senior executive commitment to diversity is perhaps the single most important factor shown to influence organizational practices that develop leaders. Many organizations "pay lip service" to diversity but do not put in place the processes needed to turn the words into action. As such, top-down commitment is essential. Regardless of their demographics, explicit and authentic commitment to diversity by leaders can have a direct and positive impact on visible minorities' perceptions of fairness and the quality of the workplace, which in turn helps to develop visible minority leaders.

Develop "the Pipeline"

For executives and for board members, "developing the pipeline" or the pool of labour for leadership positions is critical to increasing diversity. Focused recruitment processes are needed to reach out to targeted communities. Often diverse candidates can be drawn from other sectors. For example, leaders in government, the voluntary sector and educational institutions often have the same skills as corporate leaders, yet work under the radar. We noted that many elected officials have experience in other sectors. Private sector boards could be doing more to draw on other sectors.

The process has to begin early to ensure a "pool" of qualified applicants. For those individuals who are "almost ready," providing targeted skills development and training in general leadership

skills and in specific skills (negotiations, for example) as well as leadership or board training programs are critically important.

Many people already have the skills and experience necessary to make the jump into leadership, but they lack the personal and professional networks which often lead to leadership roles. Initiatives that expand networks and offer mentoring can help to overcome this barrier to leadership.

Strategies to attract well-qualified candidates across sectors include:

- Publicizing vacancies and opportunities through a variety of channels including ethno-cultural media and organizations;
- Partnering with ethno-cultural organizations to promote lateral moves of well-qualified visible minority candidates—there are many well-established ethno-cultural nonprofits that provide an obvious source of talent; and
- Using recruitment agencies and services which can outreach to ethno-cultural communities.

Develop and Sustain Excellent Human Resources Practices

Typically, organizations with the best diversity records also have well-developed, professional and transparent processes for recruitment, development and advancement of employees and well-developed recruitment and orientation strategies at the board level.

Transparent career development policies and practices are needed to reduce the perception that “who you know matters more than what you know.” Some examples include:

- Developing bias-free selection processes that do not disadvantage qualified individuals whose cultural backgrounds may affect their communications styles;
- Establishing appropriate processes for assessing international experience and credentials;
- Establishing coaching, shadowing and mentoring programs as part of succession planning which include well-qualified visible minority candidates;
- Ensuring employees and board members have appropriate diversity training to help build a “culture of inclusion;” and
- Ensuring the “business case” for diversity is well-understood throughout the organization through effective training and development as well as organizational communications.

Communicate to Influence: Mainstream Diversity

Organizations should promote transparency about the diversity of their staff and reinforce “the business case” for diversity at every opportunity. They should consider how their “brand” is communicated to their customers, citizens and clients. Mainstreaming diversity refers to the process of thinking about diversity in all activities throughout an organization and in its relations with external stakeholders, such as suppliers, customers, political and educational institutions, and the media.

Organizations do not exist in a vacuum and they can play a major role in influencing the broader social context which can shape the experience of visible minorities. They can also influence public policies which affect visible minorities. As well they can influence media representation which has the potential to perpetuate harmful stereotypes or to promote positive role models (Mahtani, 2001), shaping the attitudes and aspirations of citizens. Not only do we need to ensure that there are diverse leaders but we need to ensure that they are fairly presented in the media. Organizations which mainstream diversity do not just support visible minorities internally but

consider diversity in their interactions with other organizations and institutions in their “sphere of influence.” These organizations help shape the broader societal context.

Examples of how organizations can extend their influence include:

- Procurement policies which consider diversity in supplier organizations;
- Marketing and communications which ensure diverse representation;
- Philanthropy and outreach which include ethno-cultural organizations and events;
- Media relations which profile visible minority leaders and feature visible minority experts; and
- Advocacy which addresses policies which particularly affect visible minority employees such as immigration and education policies.

Not only does mainstreaming diversity tell prospective leaders about the opportunities which exist within an organization, it encourages other organizations to take diversity seriously. It can also contribute to broader societal change which will help the GTA create communities which value and leverage diversity. Over the long term, integrated strategies are needed to increase the pool of people ready and aspiring to take leadership roles. Increasing high school and post-secondary graduation rates, improving the supports for immigrants and their families and promoting role models are among the long term strategies needed.

Looking Ahead

This study represents the first time that the important issue of diversity in leadership has been examined in a systematic way across sectors with a focus on the GTA. This work will be updated and expanded in 2010 and 2011 to include more industries which affect the lives of residents, such as the legal profession, the justice system, and/or the media. While we can expect that change in the leadership of our region’s most important institutions will take time, our hope is that our research will encourage organizations to reach their full potential through the inclusion of visible minorities in their most senior decision-making positions.

Already, our first report has found that organizations which make diversity a priority are able to effect change. Their activities begin with a simple act—counting. By taking stock of who leads them, these organizations are explicitly recognizing that today’s complicated and globalized world requires leadership with a variety of perspectives. They know that in order to stay relevant to the diverse population that they serve, they must reach out to new talent, in their management and on their boards.

We also hope that organizations which are not included in this study, or which have not addressed diversity in leadership, are inspired to begin their own counting. By counting and sharing their results publically, they will assure the residents of the GTA that they have made this issue a priority and will reap the social and economic benefits that diversity in leadership can bring.

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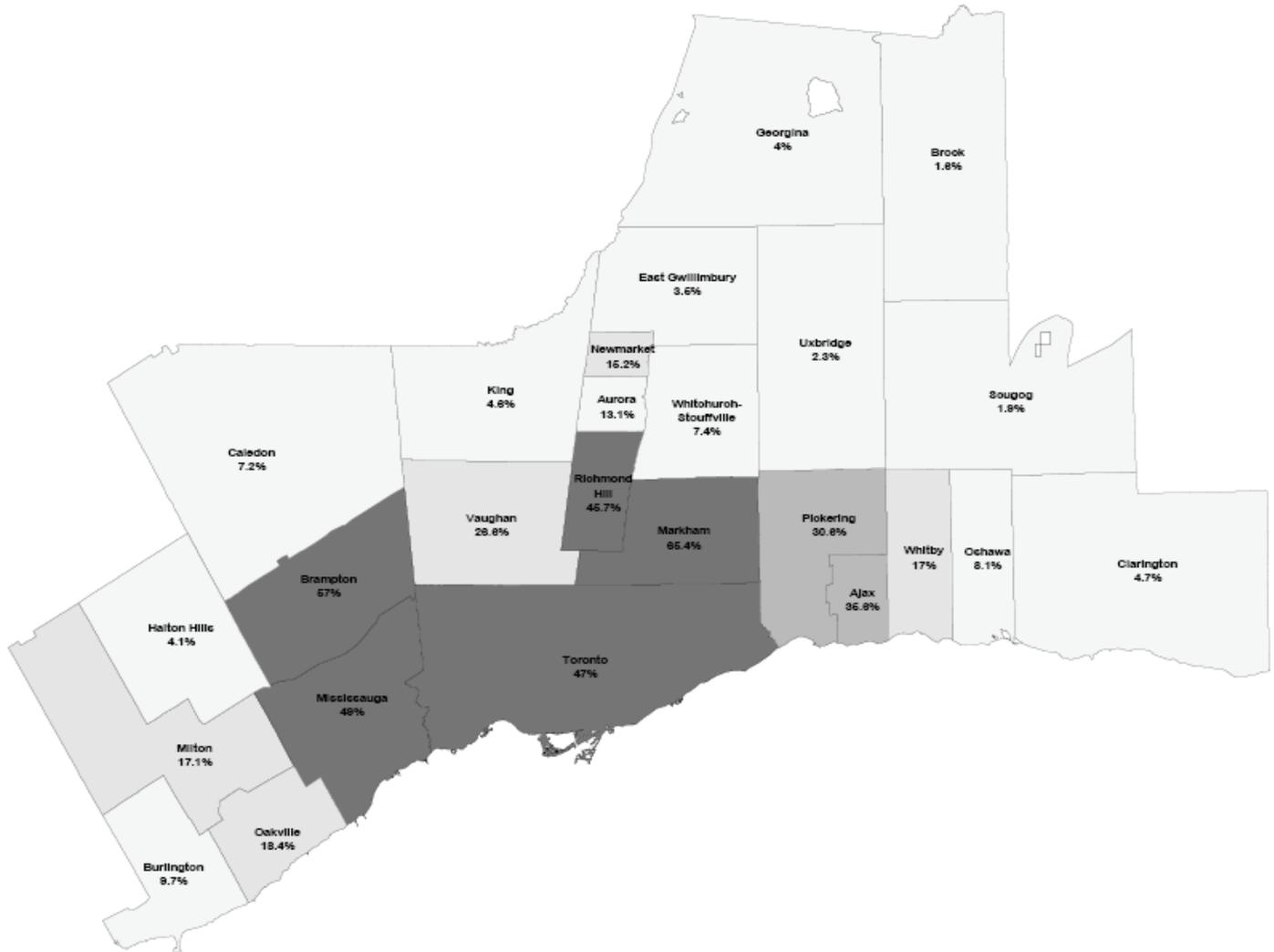
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Appendix 1: Statistics Canada Data on Visible Minorities in the GTA, 2006

	Visible Minority Population (2006)	Total Population (2006)	% Visible Minority
City of Toronto (Total)	1,162,630	2,476,651	47
Peel (Total)	576,665	1,154,070	50
Mississauga	326,425	665,655	49
Brampton	246,150	431,575	57
Caledon	4,090	56,840	7.2
York (Total)	329,955	887,345	37
Georgina	1,655	41,930	4
East Gwillimbury	725	20,685	3.5
Whitchurch-Stouffville	1,775	24,100	7.4
Markham	170,535	260,760	65.4
Richmond Hill	73,885	161,695	45.7
Vaughan	63,200	238,005	26.6
Aurora	6,165	47,035	13.1
King City	895	19,425	4.6
Newmarket	11,120	73,370	15.2
Halton (Total)	57,360	435,400	13
Halton Hills	2,235	55,020	4.1
Milton	9,115	53,405	17.1
Oakville	30,315	164,485	18.4
Burlington	15,690	162,480	9.7
Durham (Total)	93,420	557,330	17
Pickering	26,685	87,360	30.6
Ajax	32,005	89,835	35.6
Whitby	18,730	110,455	17
Oshawa	11,370	140,240	8.1
Scugog	395	21,155	1.9
Brock	190	11,760	1.6
Uxbridge	445	19,075	2.3
Clarington	3,600	77,370	4.7
Total GTA	2,220,030	5,509,796	40

Source: Statistics Canada (2008d). Community Profiles. Retrieved on August 7, 2008 from:
<http://www12.statcan.ca/english/census06/data/profiles/community/index.cfm?Lang=E>

Figure 1: Percentage of Visible Minorities in the Greater Toronto Area



Source: City of Toronto (2008). Release of the 2006 Census on Ethnic Origin and Visible Minorities. Retrieved on August 7, 2008 from http://www.toronto.ca/demographics/pdf/2006_ethnic_origin_visible_minorities_background.pdf

Appendix 2: Largest For-Profit (Non-Crown) Corporations in the Greater Toronto Area

	Name of Organization	2007 Revenue ('000)	Boards of Directors Information	Senior Executive Information	Under 50% collected **
1	Royal Bank of Canada, Toronto (Oc07)	\$41,307,000	X	X	
2	Manulife Financial Corp., Toronto	\$35,533,000	X	X	
3	George Weston Ltd., Toronto	\$32,815,000	X		
4	General Motors of Canada Ltd., Oshawa	\$31,675,000	X		
5	Magna International Inc., Aurora,	\$27,995,958	X		
6	The Toronto-Dominion Bank, Toronto (Oc07)	\$25,209,000	X	X	
7	Onex Corp., Toronto	\$23,433,000	X	X	
8	Canadian Imperial Bank of Commerce, Toronto (Oc07)	\$23,289,000	X	X	
9	Sun Life Financial Inc., Toronto	\$21,188,000	X		
10	Wal-Mart Canada Corp., Mississauga, (Ja08)	\$15,500,000		X	
11	Honda Canada Inc., Toronto (Mr07)	\$12,500,000		X	
12	Nortel Networks Corp., Toronto	\$11,758,152	X	X	
13	Rogers Communications Inc., Toronto	\$10,123,000	X	X	
14	Ford Motor Co. of Canada Ltd., Oakville	\$10,055,862		X	
15	Brookfield Asset Management Inc., Toronto	\$10,034,382	X	X	
16	Canadian Tire Corp. Ltd., Toronto	\$8,621,400	X	X	
17	Direct Energy Marketing Ltd., Toronto	\$8,620,625	X	X	
18	Shoppers Drug Mart Corp., Toronto	\$8,478,382	X		
19	Fairfax Financial Holdings Ltd., Toronto	\$7,570,841	X		
20	Barrick Gold Corp., Toronto	\$6,800,568	X	X	
21	Sears Canada Inc., Toronto (Fe08)	\$6,326,400	X	X	
22	Gerdau Ameristeel Corp., Whitby,	\$6,236,281		X	
23	Home Depot Canada, Toronto (Ja07)	\$6,040,000		X	
24	Toyota Canada Inc., Toronto	\$5,731,570			0%
25	Maple Leaf Foods Inc., Toronto	\$5,209,640	X	X	
26	IBM Canada Ltd., Markham	\$5,100,000		X	
27	ING Canada Inc., Toronto	\$4,439,900	X	X	
28	Hewlett-Packard (Canada) Co., Mississauga (Oc07)	\$3,541,883	X		
29	Aviva Canada Inc., Toronto	\$3,488,870	X		
30	General Motors Acceptance Corp. of Canada Ltd., Toronto	\$3,131,384	X	X	
31	Sysco Food Services of Canada Inc., Toronto	\$3,114,289			0%
32	The Business Depot Ltd., Richmond Hill	\$2,655,368			0%

33	Russel Metals Inc., Mississauga,	\$2,559,200	X	X	
34	Mitsui & Co. (Canada) Ltd., Toronto (Mr07)	\$2,430,626			0%
35	GlaxoSmithKline Inc., Mississauga	\$2,343,755	X	X	
36	Siemens (Canada), Mississauga, (Se07)	\$2,300,000		X	
37	Nissan Canada Inc., Mississauga, (Mr07)	\$2,245,940		X	
38	Kingsway Financial Services Inc., Mississauga	\$2,186,325	X		
39	E-L Financial Corp. Ltd., Toronto	\$2,162,946			6%
40	Cinram International Income Fund, Toronto	\$2,149,169	X		
41	PepsiCo (Canada), Mississauga,	\$2,106,114	X		
42	Parmalat Canada Ltd., Toronto	\$2,100,000			0%
43	Molson Canada 2005, Toronto	\$2,054,750			0%
44	Martinrea International Inc., Vaughan	\$2,002,461			25%
45	Cott Corp., Mississauga	\$1,907,853	X		
46	Tim Hortons Inc., Oakville	\$1,895,850	X	X	
47	Extencicare REIT, Markham	\$1,804,449			25%
48	State Farm Group, Aurora	\$1,684,359			0%
49	CI Financial Income Fund, Toronto	\$1,654,907	X		
50	Royal & SunAlliance Canada, Toronto	\$1,615,986		X	
51	Coca-Cola Bottling Co., Toronto	\$1,577,706			0%
52	FirstService Corp., Toronto (Mr07)	\$1,547,322	X	X	
53	Torstar Corp., Toronto	\$1,546,537		X	
54	Energy Savings Income Fund, Toronto (Mr07)	\$1,532,317	X	X	
55	Unilever Canada Inc., Toronto	\$1,519,822		X	
56	Microsoft Canada Co., Mississauga (Jn07)	\$1,515,449		X	
57	Johnson Controls Ltd., Markham, (Se06)	\$1,511,000	X	X	
58	Aecon Group Inc., Toronto	\$1,492,747	X	X	
59	Cadillac Fairview Corp., Toronto (Oc07)	\$1,447,000	X	X	
60	Dundee Corp., Toronto	\$1,404,345	X	X	
61	Oxford Properties Group Inc., Toronto	\$1,370,000		X	
62	Mercedes-Benz Canada Inc., Toronto	\$1,362,872			0%
63	Wolseley Holdings Canada Inc., Burlington (Jl07)	\$1,356,892	X		
64	Hyundai Auto Canada Corp., Markham (De06)	\$1,355,000			0%
65	Sherritt International Corp., Toronto	\$1,340,400	X		
66	MDS Inc., Mississauga, Ont. (Oc07)	\$1,331,000	X	X	
67	Deloitte & Touche LLP, Toronto (Jl07)	\$1,328,000			0%
68	IKEA Canada, Burlington, Ont. (Au07)	\$1,300,000			0%
69	LionOre Mining International Ltd.,	\$1,267,634			0%

	Toronto (De06)				
70	AstraZeneca Canada Inc., Mississauga, Ont.	\$1,229,730			0%
71	Sony of Canada Ltd., Toronto (Mr08)	\$1,228,000			0%
72	The Pepsi Bottling Group (Canada) Co., Mississauga, Ont.	\$1,207,650	X		
73	Wajax Income Fund, Mississauga,	\$1,192,267			0%
74	Norbord Inc., Toronto	\$1,185,696	X	X	
75	ING Bank of Canada, Toronto	\$1,184,160			0%
76	Alliance Atlantis Communications Inc., Toronto (De06)	\$1,175,400			0%
77	Kinross Gold Corp., Toronto	\$1,173,882	X	X	
78	Compass Group Canada Ltd., Mississauga (Au07)	\$1,153,000			45%
79	CCL Industries Inc., Willowdale,	\$1,144,260			
80	Apple Canada Inc., Markham, Ont. (Se07)	\$1,130,100			0%
81	Inmet Mining Corp., Toronto	\$1,103,698	X	X	
82	Hatch Ltd., Mississauga (Se07)	\$1,103,038			25%
83	Apotex Inc., Toronto	\$1,100,000			0%
84	Amex Bank of Canada, Markham,	\$1,095,842			0%
85	Cisco Systems Canada Co., Toronto (Jl07)	\$1,080,981			0%
86	KPMG LLP, Toronto (Se07)	\$1,074,197		X	
87	Gap Canada Inc., Toronto (Fe07)	\$1,067,840			0%
88	ShawCor Ltd., Toronto	\$1,048,099			0%
89	E.I. du Pont Canada Co., Mississauga	\$1,034,262		X	
90	PricewaterhouseCoopers LLP, Toronto	\$1,031,800			0%
91	Noranda Income Fund, Toronto	\$1,000,913			
92	LG Electronics Canada, Mississauga	\$1,000,000			0%
93	BASF Canada, Mississauga	\$988,808			0%
94	Connors Bros. Income Fund, Markham	\$984,166			0%
95	Thompson Creek Metals Co. Inc., Toronto	\$982,067			5%
96	Oppenheimer Holdings Inc., Toronto	\$982,062			0%
98	BFI Canada Income Fund, Toronto	\$917,357	X	X	
99	Bayer Inc., Toronto	\$916,921			0%
100	Electrolux Canada Corp., Mississauga	\$921,486			0%
101	Biovail Corp., Mississauga, Ont.	\$905,186			0%
102	Samuel Manu-Tech Inc., Toronto	\$899,866	X		
103	Kia Canada Inc., Mississauga,	\$897,461			0%
104	Golder Associates Corp., Mississauga	\$880,680			0%
105	Indigo Books & Music Inc., Toronto (Mr07)	\$875,043			17%
106	Coventree Inc., Toronto (Se07)	\$866,807			0%

107	The Boiler Inspection and Insurance Co. of Canada, Toronto	\$858,287		X	
108	MI Developments Inc., Aurora,	\$853,391			13%
109	Ernst & Young LLP, Toronto (Jn07)	\$839,000		X	
110	Softchoice Corp., Toronto	\$834,586		X	
111	Canon Canada Inc., Mississauga,	\$828,384			0%
112	Toshiba of Canada Ltd., Markham, (Mr07)	\$803,000			0%
113	Yamana Gold Inc., Toronto	\$802,375	X		
114	HSBC Financial Corp. Ltd., Toronto	\$799,742			44%
115	AGF Management Ltd., Toronto (No07)	\$780,320	X	X	
116	The Independent Order of Foresters, Toronto	\$778,162		X	
117	Motorola Canada Ltd., Markham,	\$774,180			0%
118	Fraser Papers Inc., Toronto	\$767,587	X		
119	Sino-Forest Corp., Mississauga,	\$766,692	X	X	
	Total Companies		50	50	

Source: Financial Post Magazine. (2008). Financial Post 500. Retrieved from Canada's Top Companies 2008: <http://www.financialpost.com/magazine/fp500/list.html?page=1>

Note: Companies for which no information was available or where there was information on less than 50% of the senior executives or directors were excluded.

Appendix 3: Information Collected from 20 of the Largest Voluntary Sector Organizations in the Greater Toronto Area

	Name	2007-2008 Revenue \$	Information on Boards of Directors	Information on Senior Executives	Under 50% Identified
1	World Vision Canada	381,831,725	X	X	
2	Children's Aid Society of Toronto	166,819,000			44%
3	The Nature Conservancy of Canada	160,691,211	X	X	
4	The Salvation Army Territorial Headquarters	155,783,636		X	
5	Hospital for Sick Children Foundation	155,170,091	X	X	
6	United Way of Greater Toronto	135,249,262	X	X	
7	Heart and Stroke Foundation of Ontario	135,018,528	X	X	
8	Princess Margaret Hospital Foundation	132,119,243	X	X	
9	YMCA of Greater Toronto	125,841,256	X		
10	The Canadian National Institute for the Blind (Ontario)	119,378,994	X		
11	Funds For Canada Foundation	109,232,477			0%
12	Escarpment Biosphere Foundation	104,629,722			0%
13	Plan International Canada	94,259,262	X		
14	Rehabilitation Foundation for the Disabled	86,653,516			0%
15	Canadian Diabetes Association	78,003,511		X	
16	National Cancer Institute of Canada	66,561,596			0%
17	United Jewish Welfare Fund of Toronto	66,132,473			Ethno-cultural
18	Canadian Cancer Society	59,630,228	X	X	
19	United Israel Appeal of Canada	59,288,552			Ethno-cultural
20	UNICEF Canada	59,267,950	X	X	
21	Community Living Toronto	58,450,292		X	
22	United Jewish Appeal of Metropolitan Toronto	57,942,073			Ethno-cultural
23	Canadian Breast Cancer Foundation	52,973,959			36%
24	Toronto General & Western Hospital Foundation	46,620,598	X	X	

25	The ROM Foundation	41,370,504			0%
26	Sunnybrook Health Sciences Centre Foundation	38,170,595	X		
27	Mount Sinai Hospital Foundation of Toronto	36,822,481	X	X	
28	St. Michael's Hospital Foundation	35,455,167			0%
29	Li Ka Shing (Canada) Foundation	34,823,985			0%
30	Strategic Charitable Giving Foundation	34,400,534			0%
31	Canadian Hearing Society	32,200,344			0%
32	Multiple Sclerosis Society of Canada	30,480,416			30%
33	MaRS Discovery District	29,365,234	X	X	
34	Goodwill Industries of Toronto	29,063,820		X	
35	York University Foundation	28,078,077	X	X	

Source: Charitable organizations and foundations were selected based on revenue reported to the Canada Revenue Agency (<http://www.cra-arc.gc.ca/tx/chrts/menu-eng.html>). Charities which were ethno-cultural were excluded as were religious organizations, hospitals, universities and other publicly funded institutions. To avoid double counting, institutions which are charities but do not have separate governance and structures such as the University of Toronto Board of Governors and Ryerson University are included as educational institutions rather than foundations. The Ontario Trillium Foundation, which is a provincial agency, is included in the discussion of agencies, boards and commissions. The list however does include foundations which are associated with, but are separate from hospitals and educational institutions. For example, the York University Foundation has a separate structure and governance from the University and was included. Charities and foundations for which no information was available or where there was information on less than 50% of the senior executives or board of directors were excluded.

Appendix 4: Provincial Agencies, Boards, and Commissions

Ontario Agencies, Boards, and Commissions		2008 Revenue (in millions)	Under 50% of Identified
1	Ontario Pension Board	16,315	
2	Ontario Lottery and Gaming Corp. (OLG)	6,219	
3	Ontario Power Generation Inc (2007)	5,660	
4	Hydro One	4,655	
5	Liquor Control Board of Ontario	4,133	
6	Ontario Electricity Financial Corporation	4,058	
7	Toronto Central Local Health Integration Network	3,907	
8	The Workplace Safety and Insurance Board	3,313	
9	Hamilton Niagara Haldimand Brant Local Health Integration Network	2,286	Non-GTA
10	Central Local Health Integration Network	1,497	0%
11	Mississauga Halton Local Health Integration Network	1,025	
12	Cancer Care Ontario	638	
13	Legal Aid Ontario	362	
14	Toronto Area Transit Operating Authority (2007)	361	0%
15	GoTransit	296.8	
16	The Public Guardian and Trustee	195	0%
17	Smart System for Health Agency	171	0%
18	Ontario Infrastructure Projects Corporation (Infrastructure Ontario)	163	
19	Ontario Northland Transportation Commission	140	Non-GTA
20	Independent Electricity System Operator (IESO)(2007)	133.7	
21	ORNGE	129	0%
22	Ontario Clean Water Agency (2007)	122	
23	Ontario Mortgage and Housing Corporation	117	0%
24	Ontario Trillium Foundation	112	
25	Ontario Securities Commission	78	
26	Ontario Tourism Marketing Partnership	77.8	0%
27	The Niagara Parks Commission (2007)	77.5	0%
28	Toronto Waterfront Revitalization Corporation	75.6	
29	Financial Services Commission of Ontario	75	0%
30	Northern Ontario Heritage Fund	72.7	Non-GTA
31	Royal Ontario Museum	70	
32	The Ontario Educational Communications Authority	64.2	

33	Ontario Realty Corporation	60	
34	Ontario Power Authority (2007)	56.6	
35	Metropolitan Toronto Convention Center Corporation	54	
36	Ontario Energy Board	32	
37	Education Quality and Accountability Office	31.7	
38	Deposit Insurance Corporation of Ontario (2007)	22.9	

Source: Ministry of Finance, “Public Accounts of Ontario 2007-2008: Financial Statements of Agencies, Boards, and Commissions.”

Note: Agencies, boards and commissions for which no information was available or where there was information on less than 50% of the senior executives or directors were excluded.



DiverseCity

THE GREATER TORONTO
LEADERSHIP PROJECT

The Greater Toronto Area is the most ethnically and racially diverse region in Canada yet there is a striking lack of diversity at the top of our corporate, public and nonprofit organizations.

This is a missed opportunity.

Over three years we will work to build a more prosperous region by changing the face of leadership through eight practical and measurable initiatives.

We will:

STRENGTHEN OUR INSTITUTIONS

DiverseCity onBoard matches highly qualified candidates from racially and ethnically diverse communities with governance positions in agencies, boards, commissions and nonprofit organizations across the GTA.

DiverseCity School4Civics is a nine-month training and mentoring program that equips leaders to run for elected office or manage campaigns.

DiverseCity Voices is an online rolodex of diverse voices connecting qualified speakers and the media in an effort to enrich the content of our newspapers, magazines, radio and television.

EXPAND OUR NETWORKS

DiverseCity Nexus is a salon-style speakers' series designed to bridge leadership connections between established and rising corporate leaders.

DiverseCity Fellows catalyzes the next generation of city builders through seminars, networking and action-based projects.

ADVANCE OUR KNOWLEDGE

DiverseCity Advantage builds the body of knowledge on the economic and social benefits of diversity in leadership.

DiverseCity Perspectives delivers facilitated dialogues exploring what diversity means to us and how we can take full advantage of everything it has to offer.

TRACK OUR PROGRESS

DiverseCity Counts is an annual report on the GTA's progress toward building a more diverse leadership. It is produced by Ryerson University's Diversity Institute.

For more on
DiverseCity:
The Greater Toronto
Leadership Project go to:
diversecitytoronto.ca

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Toronto City Summit Alliance



The Toronto City Summit Alliance is a multi-sector leadership coalition working to address the Toronto region's challenges.



DiverseCity: The Greater Toronto Leadership Project is funded in part by the government of Ontario.