



DiverseCity

THE GREATER TORONTO
LEADERSHIP PROJECT

DIVERSECITY COUNTS in brief



A SUMMARY OF THE KEY FINDINGS
FROM DIVERSECITY COUNTS

*The first annual research report
measuring diversity at the top of
the GTA's corporate, public and
nonprofit organizations.*

DIVERSECITY COUNTS IS PART OF
DIVERSECITY: THE GREATER TORONTO
LEADERSHIP PROJECT

*An eight-point plan to diversify
our leadership landscape*



THE VALUE OF DIVERSE LEADERSHIP

INCREASED CAPACITY TO LINK TO NEW GLOBAL AND DOMESTIC MARKETS

It has helped our organization reach out to many new and different sectors and audiences

William J.S. Boyle, Chief Executive Officer, Harbourfront Centre

ENHANCED INNOVATION AND CREATIVITY

We think differently now; we're more willing to consider new options and try new things

Scott Haldane, President & CEO, YMCA of Greater Toronto

EXPANDED ACCESS TO GLOBAL AND DOMESTIC TALENT POOLS

Top performers want to join winning organizations, especially one where they can excel while being themselves – diversity in leadership shows how possible that is at RBC

Zabeen Hirji, Chief Human Resources Officer, Royal Bank Financial Group

STRENGTHENED COHESION AND SOCIAL CAPITAL

Having a more diverse leadership has allowed us to better appreciate the different communities and to better respond to their needs

L. Robin Cardozo, Chief Executive Officer, Ontario Trillium Foundation

DIVERSECITY COUNTS

A Snapshot of Diversity in The Greater Toronto Area

THE FIRST YEAR: 2009

DiverseCity Counts is a three-year research project conducted by Ryerson's Diversity Institute to study diversity in leadership in the Greater Toronto Area (GTA). On the right are the top level findings.

The research focuses on the municipalities with the highest proportions of visible minorities: Toronto, Mississauga, Brampton, Markham and Richmond Hill. Together they account for just under 4 million people or 72.5% of the GTA's population, of which 49.5% are visible minorities.

We analyzed a total of 3257 leaders in the GTA including elected officials, public sector executives, members of agencies, boards and commissions, as well as a sample of the largest voluntary and business organizations as determined by revenue. The goal was to take a snapshot of the senior-most positions in the most influential organizations. Subsequent studies will expand to include more organizations and more sectors.

The results indicate that, as of March 2009, visible minorities are under-represented in the senior-most leadership positions in the GTA. Just 13% of leaders we analyzed are visible minorities. The education sector was the most diverse, and the corporate sector was the least diverse. The research also found that in all sectors except the corporate sector, boards are more diverse than executives.

High performing organizations tend to have made diversity a strategic priority and make a point of tracking and reporting on their results. What gets measured, gets done.

Dr. Wendy Cukier, Associate Dean, Ted Rogers School of Management & Founder, Diversity Institute, Ryerson University

Dr. Margaret Yap, Assistant Professor and Director, Diversity Institute, Ryerson University.



To learn more about these and other successful practices, download the full report and its recommendations at:

www.diversecitytoronto.ca/diversecity-counts

VISIBLE MINORITY LEADERSHIP IN THE GTA

EDUCATION	Number Analyzed	Visible Minority Leaders by Sub-Sector	Sector Average 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	Number Analyzed	Visible Minority Leaders by Sub-Sector	Sector Average 19%
Toronto Agencies, Boards and Commissions	147	31%	
Ontario Agencies, Boards and Commissions	235	11%	

ELECTED OFFICIALS	Number Analyzed	Visible Minority Leaders by Sub-Sector	Sector Average 16%
School Board Trustees**	67	21%	
Municipal Councillors	87	10%	
Members of Provincial Parliament	35	23%	
Members of Parliament	35	14%	

VOLUNTARY SECTOR	Number Analyzed	Visible Minority Leaders by Sub-Sector	Sector Average 13%
Boards of Directors	285	14%	
Senior Executives	59	8%	

PUBLIC SECTOR EXECUTIVES	Number Analyzed	Visible Minority Leaders by Sub-Sector	Sector Average 8%
Municipal and Regional Executives**	28	4%	
Police Chiefs & Deputy Chiefs**	12	8%	
Assistant Deputy Ministers and Deputy Ministers	83	10%	

CORPORATE SECTOR	Number Analyzed	Visible Minority Leaders by Sub-Sector	Sector Average 4%
Boards of Directors	472	3%	
Senior Executives	521	5%	

TOTAL LEADERS ANALYZED	Number Analyzed	Visible Minority Leaders by Sub-Sector
	3257*	13%

* This represents 88% of the leaders in the targeted sectors and organizations.
** We included regional data for Toronto, York and Peel.

DIVERSECITY LEADERS

A snapshot of some of the people who are taking part in DiverseCity: The Greater Toronto Leadership Project



DR. BIRINDER SINGH
Medical doctor, assistant professor, pro bono lawyer and **DiverseCity Voices** spokesperson
Available to speak to the media on: religious accommodation, public health, medicine, legal issues and human rights



JULIE WONG BARKER
Lawyer, Commonwealth Scholar, active community volunteer and **DiverseCity Fellow**
Selected to join 28 other rising leaders in seminars, workshops and city-building projects



HAZEL CLAXTON
Partner and Human Capital Leader, PricewaterhouseCoopers LLP, active member of several nonprofit boards, and participant, **DiverseCity Nexus**
Senior member of our network of established and rising corporate leaders



JUAN CARRANZA
Lawyer, active volunteer in the Latin American community and candidate, **DiverseCity onBoard**
Recently appointed to the board of governors of Centennial College through **DiverseCity onBoard**; Steering Committee member, **DiverseCity**



CADIGIA ALI
Community leader, civil servant and graduate, **DiverseCity School4Civics**
Will use her training with **School4Civics** to take a second run for city council in 2010

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. This Brief includes highlights from the inaugural report.

DIVERSECITY: THE GREATER TORONTO LEADERSHIP PROJECT
IS AN INITIATIVE OF MAYTREE AND THE TORONTO CITY SUMMIT ALLIANCE.

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



Maytree is a private foundation that promotes equity and prosperity through leadership building.

Toronto City Summit Alliance



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



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