

OBSERVATIONS AND NEW FINDINGS

Although changes are often subtle, the data examined suggests that the GTA’s leadership is gradually becoming more diverse. Over the last three years, for example:

- Diversity among elected officials has improved by 18.4%, with city council visible minority representation increasing by 30.4%. The most pronounced increase occurred in the York Region District School Board, which saw three new visible minority trustees elected (see Table 3).
- Agencies, boards and commissions have seen an overall increase of 18.3%, with the provincial ABCs increasing their visible minority representation by 35.3% between 2009 and 2011.

Table 3: Visible minority leadership representation

	Total Analysed 2009	%VM	Total Analysed 2010	%VM	Total Analysed 2011	%VM
Elected officials	224	16.1%	227	15.4%	226	19.0%
Public sector executives	123	8.1%	138	9.4%	137	8.8%
Corporate sector boards and executives	993	4.1%	963	4.1%	887	4.2%
Voluntary sector boards and executives	343	12.8%	399	12.5%	448	12.5%
Education sector boards and executives	1,191	19.8%	1,212	19.9%	1,209	20.0%
Government agencies, boards, and commissions	382	18.6%	408	22.3%	423	22.0%
Total	3,256	13.4%	3,347	14.0%	3,330	14.5%

There are differences within sectors

- Within the elected sector, 66.7% of school boards have more than 20% visible minority leadership representation.
- Within the corporate sector, 6.4% of boards and 12.1% of executives have more than 20% visible minority representation in leadership positions.
- Within the education sector, 80% of university and 83.3% of college boards of governors have more than 20% visible minorities.

Many organizations within a sector have no visible minorities in leadership roles. In the corporate sector, 78.7% of boards and 74.2% of executive teams have no visible minorities. In the voluntary sector, 64.3% of charities and all of the foundations examined have executive teams without visible minority representation (see Table 4).

More research on the causes of such variations is necessary to understand why some organizations excel more than others in their diversity.

Table 4: Variances in visible minority leadership, by sector

Sector	Sub-Sectors and Organizations	Number with 0% VM	Percentage with 0% VM	Number with >20.0% VM	Percentage with >20.0% VM
Elected Office					
Municipalities (School board)	6	1	16.7%	4	66.7%
Municipal (Councillors)	5	1	20.0%	2	40.0%
Municipalities (MPPs)	5	1	20.0%	3	60.0%
Municipalities (MPs)	5	3	60.0%	1	20.0%
Public Sector					
Municipalities (Executives)	7	6	85.7%	0	0%
Regional Police Services (Chiefs and deputies)	3	2	66.7%	0	0%
Ministries (Deputy and assistant deputy ministers)	29	22	75.9%	3	10.3%
Corporate Sector					
Corporations (Boards of directors)	47	37	78.7%	3	6.4%
Corporations (Executives)	66	49	74.2%	8	12.1%
Voluntary Sector					
Charities (Boards of directors)	14	4	28.6%	3	21.4%
Charities (Executives)	14	9	64.3%	5	35.7%
Foundations (Boards of directors)	6	1	16.7%	1	16.7%
Foundations (Executives)	6	6	100%	0	0%
Education Sector					
School Boards (Directors)	6	5	83.3%	1	16.7%
Universities (Boards of governors)	5	0	0%	4	80%
Universities (Executives)	5	3	60.0%	0	0%
Colleges (Boards of governors)	6	0	0%	5	83.3%
Colleges (Executives)	6	3	50.0%	2	33.3%
Government Agencies					
Provincial agencies boards and commissions (Boards of directors)	26	8	30.8%	8	30.8%