



DiverseCity

THE GREATER TORONTO
LEADERSHIP PROJECT



ACCELERATING PROSPERITY

YEAR **1**
Review





DiverseCity

THE GREATER TORONTO
LEADERSHIP PROJECT

WHAT'S INSIDE:



Message from the Co-Chairs 1

WE STRENGTHENED OUR INSTITUTIONS

DiverseCity onBoard 2

DiverseCity Voices 3

DiverseCity School4Civics 4

WE EXPANDED OUR NETWORKS

DiverseCity Nexus 5

DiverseCity Fellows 6

WE ADVANCED OUR KNOWLEDGE

DiverseCity Advantage 7

WE TRACKED OUR PROGRESS

DiverseCity Counts 8

THE GREATER TORONTO LEADERSHIP PROJECT

YEAR **1** Review NOVEMBER 2009

When DiverseCity: The Greater Toronto Leadership Project was launched in November 2008, it offered the promise of a stronger, more prosperous city region. By tapping into one of our core attributes – our status as one of the most diverse cities on the planet – we would be able to recruit and mobilize the best talent, access new markets and motivate and inspire us all.

In short, we would accelerate prosperity.

We laid out a bold and detailed plan and assembled a large pool of businesses, nonprofits and public organizations to help us change the leadership landscape.

Now, one year later, this report outlines the project's progress and the results we've achieved to date.

Sincerely,

David Pecaut & Ratna Omidvar

Co-Chairs, DiverseCity: The Greater Toronto Leadership Project



DAVID PECAUT



RATNA OMIDVAR

WE STRENGTHENED OUR INSTITUTIONS

DiverseCity onBoard

This isn't just some feel good exercise. Studies have linked leadership diversity to better corporate performance and more creative thinking, not to mention improved social cohesion. As David Pecaut, Chair of the Toronto City Summit Alliance, puts it: "You get away from group think – from people coming to the table with the same ideas, the same vision, having gone to the same places in their lives."

Many businesses and organizations already know this but have struggled to find people from diverse backgrounds, and many who would serve well on these boards don't know where to apply. Now, with DiverseCity in the middle, those connections can be made.

Editorial
The Toronto Star
November 30, 2008

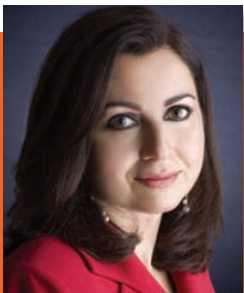
Ensuring workplace diversity is an ongoing challenge even in a city region as diverse as ours. But at the very top of our organizations this lack of diversity is even more pronounced and the repercussions of a leadership not reflective of those it governs are greater still.

DiverseCity onBoard directly addresses this challenge with a proactive matching service that identifies, trains and places highly qualified candidates in board roles in public and nonprofit agencies, boards and commissions.

The demand for board opportunities from diverse leaders continues to grow with three times as many applicants as organizations registered. Multiple appointments did occur in 2009 with some boards filling up to five positions from the DiverseCity onBoard roster. The goal for the coming year will be to bridge this gap through targeted outreach to a wider collection of organizations.

DIVERSECITY ONBOARD: Results at a Glance

GOAL	RESULTS TO DATE
• 1000 individual applicants by 2011	1000 applicants interviewed and over 360 organizations signed on
• 500 appointments by 2011	Over 300 appointments made
• A wide diversity of applicants	Applicants represent many ethno-cultural backgrounds (Aboriginal, African, Asian, Caribbean, Middle Eastern, South American) and range in age from 24 to 76. The roster includes accountants, artists, lawyers, entrepreneurs, social workers, healthcare workers and more.



Serving on the board of governors of Seneca College has been a great learning experience and has opened up a whole new world of opportunities for me. While I've sat on other boards, this is my first provincial appointment and my first public board.

Tina Tehranchian
Branch Manager, Financial Advisor
Assante Capital Management Ltd.

WE STRENGTHENED OUR INSTITUTIONS

DiverseCity Voices

The media is a powerful platform for leaders to share their perspectives and influence. All too often, access to this platform is limited to a small group of those “in the know,” ruling out opportunities for other leaders to emerge and for audiences to receive a breadth and depth of ideas and opinions. While there is no absence of diverse voices in the media on such issues as immigration, multiculturalism or diversity, these voices are absent on a wider range of issues.

DiverseCity Voices set out to change this. By identifying diverse spokespeople across a variety of subject areas and connecting them with journalists, DiverseCity Voices aims to enrich the quality of print, radio and television news in the GTA.

At the heart of the program is an online database compiling in-depth profiles on an extensive collection of spokespeople with expertise ranging from energy to the arts and sports to the economy. Members of the media register to access the database to find sources otherwise unavailable to them. To date, candidates have provided comments to the media on topics ranging from investment portfolios to the sandwich generation and hip hop. In addition, intensive media training is being offered to candidates, leading to the unexpected benefit of networking this newly identified group of diverse pundits.

Who speaks for this new Canada, a nation of newcomers in which equality of belonging is an enshrined right?

In a city that's now one of the most ethnically and racially diverse communities in the world, how can the media be persuaded to reach beyond traditional sources – “the usual suspects” – to truly reflect the diverse voices and viewpoints of the Greater Toronto community it reports on?

These are the vital questions at the heart of a media initiative by the DiverseCity project, launched earlier this year by the Maytree Foundation and the Toronto City Summit Alliance.

Kathy English
Toronto Star
June 6, 2009

DIVERSECITY VOICES: Results at a Glance

GOAL	RESULTS TO DATE
• 300 spokespeople by end of 2010	140 in the first year
• Journalists recognize the opportunity to connect with new sources and put this into action.	60 journalists have registered representing the Toronto Star, The Globe and Mail, The National Post, The Toronto Sun, CBC radio and others
• New sources and perspectives shared with readers and audiences.	More than 85 (known) stories were filed using Voices spokespeople

While I've written books on hip hop and popular culture, Voices tells the media that I can offer insights on many other subjects that go way beyond my race or multiculturalism.

Dalton Higgins
Music Programmer
Harbourfront Centre



WE STRENGTHENED OUR INSTITUTIONS

DiverseCity School4Civics

"I believe public office should reflect the citizens of the community," says Ms. Vyas, who attended the class for aspiring politicians. "I want to be part of making that happen."

In the course, she met people who had won and lost bids for elected office, backroom strategists, fundraisers and advertising experts. "It has given me more direction and ability to map out what I want," she says, with one big lesson learned: "stick to your message."

Jennifer Lewington
The Globe and Mail
November 25, 2008

Leaders in public office have influence that goes far beyond the ability to affect government decision-making and policy development. As our representatives, they are – or should be – a reflection of us. The absence of this risks undermining the very principles of democracy.

DiverseCity School4Civics recognizes the need to ensure that our public leaders speak for all of us. By identifying and training diverse leaders to run or manage election campaigns, the program aims to ensure that our political process meets the needs of all Canadians.

Most importantly, the program goes beyond planning for a single campaign. DiverseCity School4Civics trains leaders to make a lifelong commitment to creating social change through the political process.

Faculty members are selected for their specialized expertise and to encompass the full political spectrum.

DIVERSECITY SCHOOL4CIVICS: Results at a Glance

GOAL	RESULTS TO DATE
<ul style="list-style-type: none">• 100 leaders trained by the end of 3 years	60 leaders trained to date
<ul style="list-style-type: none">• Graduates put their training directly to work	Every graduate has volunteered in an election, by-election, or nomination process. Several are planning to run municipally in 2010 across the GTA and others are supporting colleagues in their runs.
<ul style="list-style-type: none">• Leaders are prepared for a life in politics	Training was delivered by campaign managers, strategists, pollsters and communications professionals from across the political spectrum, via workshops, webinars and networking events.



It has taught me to focus on building a plan, recruiting volunteers and fundraising. School4Civics has helped me put together my campaign team.

Louroz Mercader
Louroz is running for city council in Mississauga in 2010

WE EXPANDED OUR NETWORKS

DiverseCity Nexus

Breaking into the “old boys and girls” network is often cited as an obstacle for diverse leaders. DiverseCity Nexus was designed to address this head-on by facilitating a new network, bringing the old and new together for stimulating presentations and, most importantly, for conversation and connections.

The inaugural DiverseCity Nexus networking event welcomed 130 established and diverse rising leaders in April, 2009 and featured a keynote by Cisco VP of Global Strategy, Inder Sidhu. Companies and organizations both large and small sent representatives to make important connections with other leaders and to raise the profile of their organizations and diverse rising talent. Post-event surveys indicated that more than 70% made 11-20 new contacts with whom they intended to follow up.

DIVERSECITY NEXUS: Results at a Glance

GOAL	RESULTS TO DATE
• 100-150 participants in year 1	125 participants
• 5-6 new professional relationships per participant	70% made 11-20 new contacts
• A broad cross-section of businesses, nonprofits and public sector organizations represented.	65 organizations represented including major corporations, law and accounting firms, hospitals, media and nonprofits

A note from the event sponsor:

In addition to supporting the important contributions DiverseCity is making to the region's social and economic prosperity, hosting the Nexus event allowed us to leverage our marketing efforts to extend our brand with a new audience of key influencers in the Toronto region and beyond.

Willa Black, Vice-President
Corporate Marketing
Cisco Canada

“We are trying to compensate for the natural networks that exist with people who were born here – who went to the same schools, went to the same summer camps and know all the same people,” says Ratna Omidvar.

The Globe and Mail
January 27, 2009

I had the opportunity to meet a dynamic collection of leaders from across sectors, providing me with new contacts for business and my own professional development.

Niranjan Vivekanandan
Vice-President, Health Care Professionals
Royal Bank of Canada



WE EXPANDED OUR NETWORKS

DiverseCity Fellows

So, if you are an emerging leader, with much to give your city – from Burlington to Bowmanville – and you look nothing like the average mayor, CEO and boss man, run to your computer, sign on to www.diversecitytoronto.ca, and apply to be a DiverseCity Fellow...

...“We talk about leaders of the future; they are leaders of today,” says Naki Osutei, project director and co-founder of the concept. “We are equipping them so they can take on those leadership roles as they become available.”

Royson James
Toronto Star
October 8, 2009

Our city needs to harness the best and brightest in order to address the challenges that lie ahead. Only by accessing and mobilizing the full range of talents and experiences will the Toronto region have what it needs to propel itself forward. The DiverseCity Fellows program was set up to surface this rising, untapped pool of talent, connect it across racial and ethnic lines, and spur it to act by creating and executing hands-on projects to build a better city.

In its first year, DiverseCity Fellows generated an abundance of interested candidates, keen to take advantage of the customized workshops, meet and learn from seasoned leaders and roll up their sleeves to tackle city issues. Twenty-eight rising stars were welcomed into the program reflecting the racial and ethnic diversity of the region.

Recognizing that “who you know” is often as important as “what you know,” this year’s group of Fellows were introduced to several high profile leaders including: Premier Dalton McGuinty, Richard Florida, Director, Martin Prosperity Institute, Shirley Hoy, CEO Toronto Lands Corporation, and David Naylor, President, University of Toronto.

DIVERSECITY FELLOWS: Results at a Glance

GOAL	Results
• A broadly diverse collection of rising leaders	A range of cultural and ethnic perspectives and experiences representing the public, private and nonprofit sectors
• A comprehensive program of training, networking and fellowship	10 learning sessions held covering leadership, diversity, engaging with conflict, media and communications, government relations with more than 30 guest speakers and facilitators
• New networks and connections established	Fellows have each made more than 100 new contacts
• City building projects designed and delivered through group work	6 city-building projects including: a new board game about Toronto; an initiative to provide more culturally diverse food at a local food bank; a city walking tour rooted in untold local stories



I’ve acquired some excellent tools for enhancing my own capacity as a city builder, had the opportunity to make meaningful connections with established city builders, and more than anything I gained the knowledge that diversity, as a concept and an ideal, is about far more than simply cultural and ethnic diversity, but also about a diversity of ideas, experiences, and backgrounds.

Tatum Wilson
Director of Operations, Office of the Deputy Premier and Minister of Energy & Infrastructure

WE ADVANCED OUR KNOWLEDGE

DiverseCity Advantage

A new report commissioned by DiverseCity in November 2008 from the Conference Board of Canada made the definitive case. Diverse leadership leads to:

- improved financial and organizational performance;
- increased capacity to link to new global and domestic markets;
- expanded access to global and domestic talent pools;
- enhanced innovation and creativity; and
- strengthened cohesion and social capital.

From this vantage point the DiverseCity Project began work to build a repository of fact-based material to underline and capitalize on these opportunities. The knowledge centre for the project's website, www.diversecitytoronto.ca now houses close to 50 unique reports.

DiverseCity released a study by the Conference Board of Canada that shows we may be throwing away a huge competitive advantage by not fully using the skills, knowledge, creative abilities and energies of the largest-growing segment of our population. Companies that embrace, not just tolerate, diversity perform better in a world that is increasingly multi-everything....

"We have a diversity deficit," said David Pecaut, the dynamo at the core of so many efforts to improve Toronto as a civil society. "We can turn it to a diversity dividend."

Royson James
The Toronto Star
November 29, 2008



WE TRACKED OUR PROGRESS

DiverseCity Counts

Prof. Cukier's institute at Ryerson is developing an annual report card to measure changes in the leadership ranks of dozens of local firms and institutions. Five years from now, that report card will likely be a more authoritative analysis of the city's overall prospects than anything we could come up with today.

It's a new world, and the change we can believe in is now the change we must believe in. The importance of DiverseCity is in its demonstration of a civic leadership that is both alert to the new reality and moving decisively to embrace it.

John Barber
The Globe and Mail
November 27, 2008

To what extent is our city region benefiting from the diversity of its population?

A ground-breaking report from Ryerson University's Diversity Institute shed light on the representation of visible minorities in six sectors and revealed to us where progress is being made and where we're falling behind.

The study found that just 13% of leaders are visible minorities. This is compared to 49.5% of visible minorities in the population under study. The education sector is leading with 20% while the corporate sector lags behind at 4%. Following a media launch in May 2009, study results were captured in 35 news stories in print, radio and television.



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

VISIBLE MINORITY LEADERSHIP IN THE GTA

EDUCATION	Number Analyzed	Visible Minority Leaders by Sub-Sector	
SCHOOLS			Sector Average 20%
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			Sector Average 19%
Toronto Agencies, Boards and Commissions	147	31%	
Ontario Agencies, Boards and Commissions	235	11%	
ELECTED OFFICIALS			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			Sector Average 13%
Boards of Directors	285	14%	
Senior Executives	59	8%	
PUBLIC SECTOR EXECUTIVES			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			Sector Average 4%
Boards of Directors	472	3%	
Senior Executives	521	5%	
TOTAL LEADERS ANALYZED	3257*	13%	

Studies have also documented the connection between diverse leadership and a better bottom line, with benefits including stronger links to global markets, more thinking outside the box and better odds on retaining talent.

"This isn't about quotas. This is about finding the right leaders for the right times," said Ratna Omidvar, President of the Maytree Foundation, which created the DiverseCity Project with the Toronto City Summit Alliance. "We have the capacity to create prosperity."

"Counting can lead to results," said report co-author Wendy Cukier, Associate Dean of the Ted Rogers School of Management and founder of the Diversity Institute in Management & Technology at Ryerson University. "What gets measured gets done."

Lesley Ciarula Taylor
The Toronto Star
May 27, 2009

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

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 speaker 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.



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