

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

\* 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.