



DiverseCity

THE GREATER TORONTO
LEADERSHIP PROJECT

DIVERSECITY COUNTS **2** in brief



A SUMMARY OF THE KEY FINDINGS
*The second annual research report
measuring diversity at the top of
the GTA's corporate, public and
nonprofit organizations.*

WITH A SPECIAL FOCUS ON THE MEDIA.
*DiverseCity Counts is part of
DiverseCity: The Greater Toronto
Leadership Project – An eight-point
plan to accelerate prosperity*



WHY DIVERSITY IN LEADERSHIP MATTERS

Leaders shape our society and the institutions that guide us into the future. They make decisions which affect a significant number of people. Leaders also symbolize who belongs and who doesn't. With an inclusive society where everyone has the opportunity to lead, we can truly realize our full potential.

Ratna Omidvar and John Tory
Co-Chairs, DiverseCity: The Greater Toronto Leadership Project

THE BUSINESS CASE

*Diverse leadership results in:

- Increased capacity to link to new global and domestic markets
- Enhanced innovation and creativity
- Expanded access to global and domestic talent pools
- Strengthened cohesion and social capital

*The Value of Diverse Leadership.
Conference Board of Canada, 2008.

WHAT THE RESEARCH TELLS US

- Change is slow but we're moving in the right direction
- Best practices are emerging
- There remains a large gap between strong and weak performers
- Tracking and reporting on results leads to higher levels of diversity in leadership

DIVERSECITY COUNTS

A Snapshot of Diverse Leadership in the Greater Toronto Area

THE SECOND YEAR: 2010

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.

This year the research analyzed a total of 3348 leaders in GTA municipalities with the highest proportions of visible minorities: Toronto, Mississauga, Brampton, Markham and Richmond Hill.

The study included 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. This year, for the first time, we also took a special look at the media given its critical role in shaping images of leadership and providing leaders from all sectors a platform to share their views.

The results indicate that, as of March 2010, visible minorities are under-represented in the senior-most leadership positions in the GTA. Just 14% (up marginally from 13.5% in 2009) are visible minorities, compared with 49.5% of the population. Government agencies are the most diverse (the education sector led in 2009), and the corporate sector remains the least diverse.

A significant percentage of organizations (21.9%) have high levels of representation (more than 20%) but the majority (56.6%) have no visible minority representation in leadership roles, indicating a large gap between the strong and weak performers. In the media sector, we found that media coverage is more diverse than internally-based corporate decision makers. We also found that in tough economic times diversity is an opportunity that is ignored at the media's peril.

Diversity in leadership is an opportunity for all sectors, and for the GTA as whole. It is our hope that these findings will encourage organizations to make diversity in leadership a priority, to track progress, and reap the benefits.

*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.*

*John Miller, Professor Emeritus,
School of Journalism, Ryerson University*

*Pinoo Bindhani, Associate Director,
Diversity Institute, Ryerson University*



VISIBLE MINORITY LEADERSHIP IN THE GREATER TORONTO AREA

SECTOR	Number Analyzed	% Visible Minority Leaders
Government Agencies	408	22.3%
Education Sector	1212	19.9%
Elected Officials	227	15.4%
Voluntary Sector	399	12.5%
Public Sector Executives	139	9.4%
Corporate Sector	963	4.1%
Total Leaders Analyzed	3348	14.0%

THE MEDIA:

Who's in charge: The decision makers

Category	Number Analyzed	% Visible Minority Leaders
Boards of Directors	66	6.1%
Newsroom Editors and Producers	85	5.9%
Senior Management	138	3.6%
Total Leaders Analyzed	289	4.8%

Who's seen: The public face of leadership

Category	Number Analyzed	% Visible Minority Appearances
Broadcast Hosts and Reporters	286	20.3%
Print Columnists	471	3.4%
Expert Speaking Sources in Broadcast	343	16.6%
Everyday Life Story Speaking Sources	200	23.0%
Photos in Print	2036	23.4%
Total	3336	19.6%

NB: As different methodologies were undertaken caution should be applied when drawing comparisons between the above two categories.

To learn more, download the full report and its recommendations at:

www.diversecitytoronto.ca/diversecity-counts

WHY DIVERSE LEADERSHIP IN THE MEDIA MATTERS

Through its content the media gives voice to leaders. It tells us who the leaders are and it gives them a platform to have influence and to inspire. Greater diversity among newsroom decision makers may result in greater diversity in media coverage, reflecting back to us a world where all our stories matter and we all have the chance to lead. And as with all other sectors, diverse leadership at the top makes good business sense, giving media organizations in a challenging economy access to the best talent, along with new and growing markets and audiences.

Radio is an ideas business and it was vital to bring a broad range of ideas and perspectives to the table so we would sound like Toronto looks in all its richness and diversity. Our team now reflects the city. Four of our five key on-air hosts and half our leadership team are diverse. Making these changes was a strategic decision and the impact of this can now be seen in our results.

SUSAN MARJETTI

Regional Director, CBC Radio Toronto, 99.1

The rise of ethnic media has had a significant impact on the platforming of visible minority leadership. The media is a vehicle of reflection. By telling diverse stories and featuring culturally diverse leaders we have contributed to increased self-esteem in ethnocultural communities.

MADLINE ZINIAK

National Vice-President, Omni Television
Chair, Canadian Ethnic Media Association

We all see the world through the prism of our own experience, which makes diversity in the media, especially at decision-making levels, not just desirable but essential – because excellence in journalism is, in part, about telling everyone's stories.

JOHN MACFARLANE

Chair, Canadian Journalism Foundation

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.

The DiverseCity project is working to build a more prosperous city region by changing the face of leadership.

DiverseCity Voices is one of the project's eight practical and measurable initiatives.

DiverseCity VOICES

DiverseCity Voices serves to broaden the pool of expert sources available to the media. At the heart of this program is a database of spokespeople with expertise ranging from energy to the arts and sports to the economy. Members of the media register to access this database to find contacts – and context – that may be unavailable to them.

To date, more than 200 spokespeople are included in the database and 100 journalists are registered users. More than 250 (known) stories have been filed using Voices spokespeople.



GARY PIETERS
Vice-Principal,
Toronto District School Board

Gary's extensive knowledge base and experience have made him a well-known media commentator, speaking on subjects as far-reaching as the G20 summit, the Via Rail strike and Afro-centric schools.



RAVI JAIN
Founder & Artistic Director,
Why Not Theatre

Following a recommendation by Voices, Ravi was selected as one of The Toronto Star's 2010 Top People to Watch.



MINA MAWANI
Chief Executive Officer,
Aga Khan Council for Canada

Responding to a reporter's call to Voices, Mina and her family appeared on the front page of The Globe and Mail in a story about the sandwich generation.



JENNIFER CHAN
Founder, Exhibit Change

Jennifer plans to use Voices to promote her message of active citizenry. "Creating accessible public spaces or hubs is one way that communities can come together to find local solutions."

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

To learn more
about DiverseCity and
all its initiatives 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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