

# Agencies, boards and commissions

## Methodology

To examine the diversity of agencies, boards and commissions (ABCs), this study examined appointments by the City of Toronto and the Province of Ontario. These two groups were chosen because the required data was readily available.

The City of Toronto provided us with the demographic data for 173 appointments in City of Toronto ABCs. At the provincial level, the study analyzed the same organizations that were analyzed in 2009, based on the listing of ABCs contained in the Financial Report submitted by the Ministry of Finance for 2007-2008. In total, for 2010, 235 senior executives were identified.

## Findings

This sector, which has undertaken targeted strategies to improve representation, is clearly moving in the right direction.

Within the City of Toronto ABCs, 33% of board members are visible minorities compared with 31.3% in 2009. In provincial ABCs the proportion is 14.5%, an increase from 10.6% the year before (see Table 9).

However, some Ontario ABCs – 10 of 26 (38.5%) – still have no visible minorities on their boards of directors.

Table 9. Visible minorities in Toronto and Ontario agencies, boards and commissions

Provincial and municipal agencies, boards and commissions (ABCs)	2009 Total number	2010 Total number	2009 Analyzed	2010 Analyzed	2009 % Analyzed	2010 % Analyzed	2009 VM	2010 VM	2009 % VM	2010 % VM
Ontario ABCs	272	269	235	235	86%	87%	25	34	10.6%	14.5%
Toronto ABCs*	156	173	147	173	94%	100%	46	57	31.3%	33.0%
<b>Total</b>	<b>428</b>	<b>442</b>	<b>382</b>	<b>408</b>	<b>89%</b>	<b>92%</b>	<b>71</b>	<b>91</b>	<b>18.6%</b>	<b>22.3%</b>

\* Data provided by City of Toronto



## CITY OF TORONTO APPOINTMENTS

### City of Toronto Appointments to Agencies, Boards, and Commissions

According to a survey for the Toronto City Appointments Report for 2003-2004, only 22% of appointments by the 15 participating agencies in the City of Toronto were held by visible minorities (Toronto City Summit Alliance, 2007). By 2010, 33% of appointments to 30 boards are visible minorities (data provided by City of Toronto). This progress is the result of the priority the City has placed on this issue.

In September 2006, City Council adopted the Public Appointments Policy governing the appointment of Toronto residents to city boards and special purpose bodies and nominations to external bodies. The policy recognizes the importance of achieving greater diversity in board appointments through proactive strategies aimed at ensuring an open, inclusive and equitable appointments process.

The implementation of the Public Appointments Policy has been so successful that Council extended the policy to apply to the City's

advisory bodies. The City monitors self-identified diversity data at each stage of the selection process (applicant pool, short-listed candidates, and appointed members) to assess how well the City is meeting its diversity objectives. Total diversity results are reported in summary form, with the identities of individual applicants being kept confidential.

City staff uses the diversity data collected at each stage of the selection process to develop outreach initiatives aimed at attracting board applications from equity-seeking groups. This data helps the City to identify and remove potential barriers to participation by members of systemically disadvantaged groups. In 2007, the Maytree Foundation awarded the City of Toronto the Diversity in Governance Award for its demonstrated commitment and innovation in creating inclusive boards (City of Toronto, 2010). The City's experience reinforces the notion that "what gets measured gets done" and that rapid change is possible when strategies are targeted at boards of directors.

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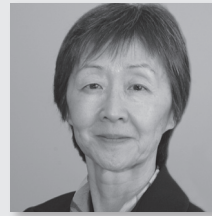
**Dr. Colin Saldanha**

Board of Trustees,  
Royal Ontario  
Museum



Dr. Colin Saldanha is of Goan origin and is a resident of Mississauga. He is a physician and is affiliated with the Credit Valley Hospital. He obtained his medical degree in Karachi, and did his internship at St. Joseph's Health Centre in Toronto and his residency in internal medicine at McMaster University. Dr. Saldanha has been the Chairman of the Mississauga Board of Trade, the Chair of the Peel Police Services Board, Chair of United Way of Peel Region and is the Past President of the Canadian Association of Police Boards. He was the Chair of the Health Policy Committee of the Ontario Chamber of Commerce. He participated in a volunteer health mission to Haiti after the earthquake. He presently chairs the Advocacy Committee of United Way of Peel Region, is a director on the national board of United Way Canada and is a member of the Board of Trustees of the Royal Ontario Museum. His volunteerism has been recognized with many awards including the Governor General's "Canada 125" Medal, the Sam McCallion Award for Volunteerism from the Mississauga Board of Trade, and a "Top 25 Canadian Immigrants" in 2009 by the Canadian Immigrant magazine. Most recently, he was named Mississauga Citizen of the Year 2010 for being a strong, committed and dedicated social advocate.

*"Being an immigrant and having volunteered in my community for over 20 years in various capacities has given me a grassroots perspective of the needs and aspirations of marginalized members of our community. This has motivated me to champion the cause of the vulnerable members of our society."*



**Shirley Hoy**

Chief Executive  
Officer, Toronto  
Lands Corporation;  
Director, Ontario  
Lottery and Gaming  
Corporation

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Shirley Hoy's public service career has spanned more than 25 years in organizations at provincial and municipal levels. In June 2001, she was appointed Toronto's City Manager where she successfully managed the Toronto Public Service, the sixth largest government in Canada. Ms. Hoy's key responsibilities included the control and management of all human, fiscal and physical resources of the City, the effective and efficient delivery of services on behalf of the City, and providing advice and support to the Mayor and Council in developing and implementing policies, plans and programs of Council. She has also served in volunteer roles with the University of Toronto, The Learning Partnership and other community organizations and boards.

*"My immigrant experience has defined for me the importance of the values of equity, inclusiveness and social justice. In the various positions that I have held in my career, I have tried to ensure that these values are core considerations in the development of public policies and in the implementation of programs and services. In my view, we are very fortunate that in Canadian federalism, public discourse on major issues tends to encompass rigorous debate of these values."*