COUNTING DIVERSITY:

A Snapshot of Diversity in Immigrant Leadership in the Waterloo Region

A research report measuring diversity among leaders

2013

www.immigrationwaterlooregion.ca

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Table of Contents

Executive Summary

What do Canadians picture when they consider how people can be engaged in their community? Do we imagine that everyone has or should have the access and opportunity to participate if they choose to regardless of their religious, cultural of socio-economic background and circumstances? Members of the Immigration Partnership's Belonging Pillar felt that participation in civic engagement and representation in civic leadership measured belonging, inclusion and welcome. When someone has the opportunity to be in a leadership role, elected, appointed or staff role, is accepted and valued, and has the right to express diverse perspectives, our whole community benefits. The purpose of this investigative study was to determine the number of people, who were identified as visible minorities, currently represented in leadership positions in the Waterloo Region. These data sets were compared to the number of people who self-identified as visible minorities in the 2006 Canadian Census.

Untapped Potential: The Under Representation of Visible Minorities in Leadership
This report summarizes our findings on the representation of visible minorities in senior leadership roles across five sectors in the Waterloo Region. Canada welcomes newcomers on a daily basis and the geographic and municipal areas of the Region of Waterloo 2007 population of 473,260 include 61,980 or 13.10% visible minorities (2006 Census data as reported by StatsCan, 2007). Specifically, our research counted elected officials (federal, provincial, municipal and school board trustees), the corporate sector (publically traded companies with local boards), the public sector, the voluntary sector (charities and non-profits) and the education sector (school boards, colleges and universities) and compared representation to census data sets. We found that currently in our community all sectors had minimal visible minority representation (see Table 1). Of the total 690 leaders analysed, 41 or 5.94% were identified as visible minorities.

While no sector came close to reflecting 13.10% visible minority representation, the education sector had the overall highest percentage at 7.69%. This figure further breaks down to identify the university sector, both board and senior staff as having 7 out

of 77 or 9.09% and 4 out of 45 or 8.89 % representation respectively. In the voluntary (non-profit) sector 7.97% of board members and 4.55% of senior staff were identified as visible minorities. Among elected officials, school board trustees had the highest representation with 2 out of 19 or 10.53% visible minorities. Members of Provincial and Federal government had no visible minority representation.

While public sector senior staff had an overall percentage of 3.23% representation, Municipal and Regional staff had 0 out of 22 or 0% representation. The corporate sector companies that we examined had the lowest overall percentage with visible minorities accounting for only 1 out of 48 or 2.08% of board members and 1 out of 31 or 3.23% of senior executives.

Not all staff or board members could be analysed. The methodology used relied on published or public information available on corporate and social media websites as well as news media. Data was only compiled if 50% of identified members could be analyzed.

Next Steps: There Is Work to Be Done
The Counting Diversity Project is an effort to provide a benchmark of the number of people, identifying as visible minorities, who are in positions of leadership in the Waterloo Region. The data shows us that visible minority representation is not proportionate to the general population in the Region. Ryerson's Diversity Institute recommends that to reach the potential for a fully representative community, individuals, governments and organizations should:
- Count: what gets measured gets done
- Lead: Make diversity a strategic priority
- Develop a pipeline: Inspire future leaders to maximize their potential
- Communicate: Mainstream diversity in all aspects of an organization's activities; and
- Develop and sustain excellent human resources practices (Diversity Institute, 2009)

TABLE 1: SUMMARY DATA

Sectors	Number Analyzed	Visible Minority Leaders in sub section	Visible Minority Sector Average
Elected Officials			
School Board Trustees	19	2	
Municipal Councillors	67	1	
Members of Provincial Parliament	4	0	3.19%
Members of Parliament	4	0	
Public Sector Executives			
Municipal and Regional Executives	22	0	3.23%
Police And Fire Chiefs and Deputy Chiefs	9	1	
Corporate Sector			
Boards of Directors	48	1	2.56%
Senior Executives	30	1	
Voluntary Sector			
Boards of Directors	251	20	7.26%
Senior Executives	66	3	
Education			
Schools			
School Board Directors	16	1	
Colleges			
Board of Governors	9	0	
College Executives	9	0	7.69%
Universities			
University Board of Governors	77	7	
University Executives	45	4	

Introduction

About the Immigration Partnership

The vision of the Immigration Partnership, funded by Citizenship and Immigration Canada, the Ontario Ministry of Citizenship and Immigration, United Way of Kitchener Waterloo and Area, and the Regional Municipality of Waterloo, is to strengthen immigrant inclusion and integration in the Waterloo Region. This community partnership is a planning and coordination initiative to support the work of local government, service providers and community members in all aspects of settlement and welcoming, education, language training, employment and training, and to support employers in recruiting, hiring, orienting and retaining immigrant talent. The Immigration Partnership has three planning pillars: Settle, Work and Belong. The Counting Diversity project is an initiative of the Belonging Pillar's Civic Engagement ad-hoc group. Comprised of municipal representatives, service providers, ethno-cultural groups and community members, this group represents the desire for social inclusion of newcomers in the Waterloo Region and seeks to define and measure the point when people feel they belong and feel confident that this is now their community. Discovering ways that people have and can become civically engaged is one measure.

The Project

Launched in 2013, Counting Diversity is a benchmarking project of the Immigration Partnership's Belonging Pillar's Civic participation ad hoc group. The work of the Belonging Pillar is to explore inclusion and welcome - beyond settling in a new community. The group supports a definition of belonging as 'an essential human need to be accepted and valued by others to reach one's full potential in connecting, participating, integrating and thriving within the life of the community'. Members identified civic engagement and participation as one measure of inclusion following a presentation by Ratna Omidvar, President of Maytree, on the 'DiverseCity Counts' project, which measured leadership representation in the Greater Toronto Area (GTA). 'DiverseCity Counts' was a 3-year project (2009 - 2011) researched by the Diversity Institute, located at Ryerson University, as part of the larger Greater Toronto Leadership Project. For the purpose of comparing data across municipalities, the Immigration

Partnership reviewed and adopted the Institute's research methodology. The research team counted the representation of visible minorities in leadership positions in the following sectors: elected office, the public service, corporate sector companies, charities and foundations, the voluntary sector, and schools, colleges and universities Definitions for each sample sector is found in Table 2.

Context

Waterloo Region includes the three cities of Cambridge, Kitchener and Waterloo, and the townships of North Dumfries, Wellesley, Wilmot and Woolwich. As such it provides a unique balance of both urban and rural communities. The Region is projected to grow to 729,000 people by 2031 and is currently the fourth largest urban area in Ontario and the 10th largest in Canada. Internationally known for its leading-edge technology and innovation, Waterloo Region continues to earn its reputation as a forward-thinking community and an attractive place to live, work and raise a family. There are two tiers or levels of municipal government in Waterloo Region: 1) Regional government – Regional Municipality of Waterloo and 2) local governments – the cities and townships. These two levels of government are responsible for different services (ROW, Strategic Focus, 2011-2014). According to the 2006 Canadian Census data, visible minorities made up 13.10% of the Waterloo Region's total population (StatsCan,2007).

Diversity in Leadership

Leaders are in pivotal roles where their decisions have important influences on the organizations they work within, and on the community at large. In Canada, the population is becoming increasingly diverse, while the demographics of people in leadership roles are failing to reflect these changes. The importance of diversity in leadership may often be overlooked or misunderstood. Diversity in leadership is not about quotas or mandated targets; it is about changes in thought and in people's understandings of diversity and inclusion. The paradigms that have supported people's previous modes of thinking must be challenged as they are no longer relevant under today's demographics (Spenser Stuart [SS]. 2009). There needs to be a psychological shift so that people may better understand what true inclusivity means. Diversity transcends visible cues and should be viewed as an "entity that we are all a part of and

none of us is apart from" (SS, 2009). Diversity in leadership is not just about equitable representation, but about supporting excellence, encouraging people to move and think outside their comfort zones, and fostering new ideas and creativity (Diversity Institute, 2013). Diversity is a valuable resource to an organization.

The benefits of having leaders from diverse cultures are significant to both the public and private spheres (Krywulak & Sisco, 2008). Five of the most important advantages of diverse leadership are improved financial and organizational performance, increased capacity to link with new global and domestic markets, expanded access to global and domestic talent pools, enhanced innovation and creativity, and strengthened social cohesion and social capital (Krywulak & Sisco, 2008). Ultimately, diverse leadership has a positive impact on organizational effectiveness, performance and productivity. As well, it ensures that the country does not miss "opportunities in global markets, investment, and innovation, as well as in unemployment and underemployment due to underutilized skills among visible minorities, immigrants, and other groups" (Krywulak & Sisco, 2008). Efforts to increase diversity in leadership will help Canada secure its future competitiveness, sustainability, and quality of life.

Definitions

- Visible Minority: Visible Minorty is derived from Canadian census information on Population group and Aboriginal group. Respondents who report being Aboriginal are included in the category 'Not a visible minority'. All other respondents are classified according to their population group. The Employment Equity Act defines visible minorities as 'persons, other than Aboriginal peoples, who are non-Caucasian in race and non-white in colour'. The visible minority population consists mainly of the following groups: Chinese, South Asian, Black, Arab, West Asian, Filipino, Southeast Asian, Latin American, Japanese and Korean. (StatsCan, 2012).
- Diversity in Leadership: For this research report, refers to the representation of visible minorities in elected offices and in the most senior positions in the corporate and public sectors, agencies/boards/commissions, charities/foundations and schools/colleges/universities (Diversity Institute, 2009)

Methodology

Ryerson's Diversity Institute considered the pros and cons of three approaches to tracking diversity in leadership positions: self reported employee data from Human Resource departments; surveys where employees self report demographic data; and relying on published or public information to determine demographic profiles of individuals. They selected the third approach of utilizing public information. The Immigration Partnership, in the interest of comparing data collected across municipalities, also used the third approach in the Counting Diversity project. Contributors, trained on the Statistics Canada definition of visible minorities, relied on public information and independently examined captioned photographs and biographies to establish if the leaders included in our study were visible minorities. Data was gathered from organization and company websites, news media, and social media sites such as Linked In and Facebook. Data sourced from the public domain can be confirmed more easily than survey data. Two contributors independently coded all data. If there was uncertainty or differences of opinion, a third coder reviewed the data. "The reliability of this method of data collection was acknowledged by the Ontario Human Rights Commission (2010) which reviewed previous DiverseCity Counts reports and concluded that 'the strong, rigorous data collection methods gave the work more reliability" (Diversity Institute, 2011).

The findings for each sector are described in detail in the following report.

TABLE 2: DEFINITION OF SAMPLES FOR EACH SECTOR

Category	Definition/Scope
Elected Officials	
• Waterloo Region District School Board Trustees • Waterloo Catholic District School Board Trustees • Municipal Councillors • Members of Provincial Parliament • Federal Members of Parliament	We analyzed the representation of visible minorities among elected officials in the two local school boards and among elected officials in three levels of government. A total of 67 municipal councillors, 4 Members of Parliament, and 4 Members of Provincial Parliament were analyzed as well as 11 Public and 8 Catholic District School Board Trustees.
Public Sector Leaders	
• Municipal and Regional Executives	Senior staff at the Regional Municipality of Waterloo, the Cities of Kitchener, Waterloo and Cambridge and the Townships of Woolwich, Wilmot, Wellesley and North Dumfries were counted. In total 22 staff were analyzed.
• Police Chiefs and Deputy Chiefs • Fire Chiefs and Deputy Chiefs	Policing is the responsibility of the Regional Municipality of Waterloo. The Municipalities – Kitchener, Waterloo, and Cambridge, deliver fire services. In total 9 staff were analyzed.
Corporate Sector Leaders	
• Board of Directors • Senior Executives	We counted publically traded corporations located in the Waterloo Region with Boards located in the Waterloo Region. For each company we looked at Boards of Directors and senior executives as posted on the company websites such as Presidents, Chief Administrative Officers (see Appendix 4). In total 78 people were analyzed.

Voluntary Sector Leaders	
• Charity and Foundation Boards • Charity and Foundation Executives	Charities and Foundations located in Waterloo Region were rank-ordered based on revenue reported to the Canada Revenue Agency for 2010. We determined to review those with revenues of $5 million dollars and above (see Appendix 3). In total 251 Board members and 66 staff were analyzed.
Education Sector Leaders	
• School District Senior Executives	This study collected and analyzed data on 16 senior staff members from the local school boards: • Waterloo Region District School Board • Waterloo Catholic District School Board
• College Board of Governors • College Presidents and Vice Presidents	Publically funded Conestoga College was counted. Data on 9 members of the Board of Governors and well as 9 senior executives were analyzed. In total 18 leadership positions at Conestoga College were considered.
• University Board of Governors • University Executives	Publically funded universities were counted: • Wilfrid Laurier University • Waterloo Lutheran Seminary • University of Waterloo • Renison University College • St. Jerome's University College • Conrad Grebel University College • St. Paul's University College In total 77 board members and 45 senior staff were considered.

Elected Officials

Overview of Research

Elections define a democratic society and political participation measures the inclusion of all members of society and the electoral representation of minority communities is a significant marker of civic inclusion and exclusion. People who are members of visible minorities could enter local, provincial or national politics and each level of government can pose its own challenges. Participating at the local elected level creates opportunities as well as, "…educating citizens in the practice of politics and government" (Andrew & Goldsmith, 1998). People get involved at a local level as municipal governments make decisions on areas that directly impact a resident's quality of life i.e., roads, sewage, transit, recreation, public health, and schools. Municipal councils are non-partisan and candidates do not require a party nomination. In addition, municipal campaigns are less costly and electoral wards are smaller than provincial or federal ridings making it easier for someone new to the community to participate.

It would be reasonable to assume that there would be the highest amount of visible minority participation at the local level however, "… visible minorities are extremely under represented in municipal politics across Ontario's larger and medium sized cities" (Bird, 2011). Reasons for this discrepancy include: lack of name recognition in the community; the difficulty in unseating known incumbents; no term of office limits; limited political or council experience; limited resources; low informational context in media coverage in municipal elections and limited coverage of candidates (Bird, 2011; Andrew and Goldsmith, 1998). The result is that local candidates, while able to run for office unencumbered by party politics, still have to be known in their community, have an existing network, and be considered capable enough to unseat an existing incumbent.

Provincial and Federal candidates need to be members of political parties and be nominated as a candidate in a local riding by their riding association. "Composition of…provincial and federal parliaments are significant markers of representation and integration…in selecting our politicians we are determining which individuals and identities are entrusted with representing and leading our society…election results can…signal important patterns of exclusion and inclusion" (Andrew and Goldsmith,

1998). In a research study of visible minority MPP's in Ontario's legislature, Lagerquist (2007), found that while there was a general consensus that representation should be diversified, elected members needed to represent their constituents regardless of colour, race or nationality and that the quality of the candidate or person was most important. Kittilson & Tate (2004), state that, "marginalized groups need to be present at the agenda setting stage in policy making in order to raise issues that might otherwise be ignored in legislatures represented only by members of racial or ethnic majority" Visible minority candidates need to win party nominations and the nomination process is impacted by political will demonstrated in either the 'elite model' where party leaders promote minority candidates to attract votes or by a 'societal change model' where grass roots mobilization looks for voices to speak to certain issues (Kittilson & Tate, 2004).

However, visible minority candidates are not a homogeneous or token group; there are differences in language, culture, religions, length of time in Canada, as well as socio-economic differences (Bird, 2007). Visible minority candidates face the same challenges as local candidates: defeating incumbents; no time limits on elected office; a need for financial resources; a need for a network. Additionally, especially at the federal level, members need to demonstrate fluency in English or French, as they are required to speak effectively in both languages in the House of Commons and in media scrums (Lagerquist, 2007).

If political participation measures inclusion, when do people become politically involved? When people arrive in Canada, there are immediate challenges and time is needed to secure housing, find employment, learn English and settle in their new community. People apply for citizenship after they have been in Canada for 3 years. In addition, people coming to Canada may be fleeing political regimes and situations in their country of origin and have no desire to engage in politics. Potentially the second generation might be more politically engaged as they are settled, educated in Canada, are fluent in English or French and have an established network.

Methodology

The cities and townships that make up the Regional Municipality of Waterloo (Kitchener, Waterloo and Cambridge and Townships of Wilmot, Wellesley, Woolwich and North Dumfries) were selected for inclusion in our study. We considered the following groups:

- Waterloo Region District School Board (n=11)
- Waterloo Catholic District School Board (n=8)
- Municipal Councillors (n=67)
    - Regional Municipality of Waterloo
    - City of Kitchener
    - City of Waterloo
    - City of Cambridge
    - Township of North Dumfries
    - Township of Wilmot
    - Township of Woolwich
    - Township of Wellesley
- Members of Provincial Parliament (n=4)
- Members of Parliament (n=4)

All elected officials, totalling 94 as of 2013, were included in this study.

Findings

The data sets in Tables 3 to 7 demonstrate that visible minorities are not being elected in the Waterloo Region. Only 3.19% of the 94 people analyzed were visible minorities. No current Members of Provincial or Federal Parliament are visible minorities. Elected municipal councillors included only 1.49% inclusion of visible minorities and school board trustees rated higher at 10.53% or 2 out of 19 people analyzed. These percentages are below the 13.10% visible minority population. (StatsCan, 2007)

TABLE 3 VISIBLE MINORITIES IN SCHOOL BOARD TRUSTEES

School Board Trustees	Population % Visible Minority 2006 Census	Total Number	Total Analyzed	# Visible Minorities	% Visible Minorities
WRDSB Trustees*	13.10%	11	11	2	18.8%
WCDSB Trustees*	13.10%	8	8	0	0%
Total	13.10%	19	19	2	10.53%

*WRDSB=Waterloo Region District School Board, WCDSB = Waterloo Catholic District School Board

TABLE 4 VISIBLE MINORITIES IN ELECTED OFFICE – MUNICIPAL COUNCILLORS

Municipal Councillors	Population % Visible Minority 2006 Census	Total Number	Total Analyzed	# Visible Minorities	% Visible Minorities
Region of Waterloo	13.10%	16	16	0	0%
City of Kitchener	15.45%	11	11	1	9.1%
City of Waterloo	16.94%	8	8	0	0%
City of Cambridge	11.18%	11	11	0	0%
Woolwich Township	1.78%	5	5	0	0%
Wilmot Township	2.59%	6	6	0	0%
Wellesley Township	0.92%	5	5	0	0%
Township of North Dumfries	1.49%	5	5	0	0%
Total for Waterloo Region	13.10%	67	67	1	1.49%

TABLE 5 VISIBLE MINORITIES IN ELECTED OFFICE – MEMBERS OF PROVINICAL PARLIAMENT (MPPs)

Members of Provincial Parliament	Population % Visible Minority 2006 Census	Total Number	Total Analyzed	# Visible Minorities	% Visible Minorities
Cambridge, Kitchener Centre, Kitchener Conestoga, Kitchener Waterloo	13.10%	4	4	0	0%
Total	13.10%	4	4	0	0%

TABLE 6 VISIBLE MINORITIES IN ELECTED OFFICE – MEMBERS OF PARLIAMENT (MPs)

Members of Parliament	Population % Visible Minority 2006 Census	Total Number	Total Analyzed	# Visible Minorities	% Visible Minorities
Cambridge, Kitchener Centre, Kitchener Conestoga, Kitchener Waterloo	13.10%	4	4	0	0%
Total	13.10%	4	4	0	0%

TABLE 7 VISIBLE MINORITIES IN ELECTED OFFICE

Elected Officials	Total Number	Total Analyzed	# Visible Minority	% Visible Minority
School Board Trustees	19	19	2	10.53%
Municipal Councillors	67	67	1	1.49%
Members of Provincial Parliament	4	4	0	0
Members of Parliament	4	4	0	0
	94	94	3	3.19%

Leading Practices

Maytree and the Greater Toronto Leadership Project's School 4 Civics is a non-partisan program that trains and mentors promising leaders from diverse communities to organize political campaigns or run for elected office. Expert faculty includes political strategists, campaign managers and former candidates, bringing experience and lessons from the field from a multi-party perspective. The project has created a checklist so interested communities could plan for and replicate the project. The checklist is available at http://diversecitytoronto.ca/research-and-tools/other-resources/checklist-for-a-school4civics-program/

Leadership Waterloo Region's community leadership development program provides an opportunity for participants to explore their personal leadership styles, practice leadership skills in a group setting and learn more about the makeup of the Waterloo Region. Learning objectives for this program include: expanding the number of people who accept leadership roles in business, government and not-for-profit organizations to meet future challenges in our community; encouraging dialogue between the Region's present leaders and emerging leaders; and developing an outstanding network of

people with a sense of community trusteeship and commitment to generate a synergy to sustain and build our community. Some of the past program graduates have participated in political campaigns and run as candidates for elected office.

Public Sector Leaders

Overview of Research

Services provided by the public sector play a significant role in the lives of each citizen as every person benefits from policing, public roads, transportation etc. Since Canada is a multicultural country with citizens from numerous different cultures and ethnicities, each individual's unique needs and their inclusion must be given significant attention. "Canada must demonstrate an ability and willingness to adapt its most important institutions if it wishes to preserve its notion of itself as a tolerant, multicultural society" (Paul, 2005). Thus, as any other sector, the Canadian public sphere should represent the diversity of the population it serves. This is especially true at the level of key positions where decision-making processes take place.

"In addition, various observers of public administration understand representative bureaucracy as more than symbolic, as a positive contribution to the distribution of power and access. Public administrative decisions are, to a greater or lesser extent, political decisions embedded with the potential for far-reaching consequences; therefore, there must be real interest in who occupies authoritative positions within the public administrative apparatus" (Evans et al, 2007). In order to increase the level of representation in authoritative positions, various efforts have targeted the visible minority population in the hiring process for public service agencies (May, 2008). Despite such attempts to diversify public sector representatives, the current situation is quite paradoxical as "there is severe and persistent under-representation of visible minorities and new immigrants in our public institutions" (Paul, 2005).

The motivations behind hiring skilled immigrants in the public sector are strong. Their skills and education provide a solution to the looming talent shortage (ALLIES, 2013). As baby boomers are retiring, more workers are needed. As Canada moves towards a high skilled, knowledge economy, not enough Canadians are graduating from the specific programs and skill-sets needed by employers. With minority groups outpacing Canada's overall population growth, communities are becoming naturally diverse; it will

be vital that the workforce and leaders in the public sector represent these population patterns.

Methodology

To assess the visible minority representation of public sector leaders, we focused on the most senior public servants in the Region of Waterloo, as well as in the cities of Waterloo, Cambridge and Kitchener, and in the townships of Wilmot, Wellesley, Woolwich, and North Dumfries. In total, we analyzed 31 public sector leaders.

Findings

Visible minorities are not well represented in the most senior leadership positions across Waterloo Region's civil service. Photographs and biographies of senior staff are not easily accessed and less than 50% of senior staff were analyzed for the cities of Cambridge and Waterloo, therefore no data was included. One person was identified as a visible minority in the Waterloo Fire Department out of one staff person analyzed. In total, 3.23% of the senior leadership in the civil servants in the Waterloo Region were identified as representing visible minorities (See Tables 8 to 10).

TABLE 8 VISIBLE MINORITIES IN PUBLIC SECTOR – MUNICIPAL AND REGIONAL SENIOR EXECUTIVES

	Population % Visible Minority 2006 Census	Total Number	Total Analyzed	# Visible Minorities	% Visible Minorities
Region of Waterloo	13.10%	8	8	0	0%
City of Kitchener	15.45%	8	8	0	0%
City of Waterloo*	16.94%	13	6		
City of Cambridge*	11.18%	5	2		
Wilmot Township	2.59%	1	1	0	0%
Wellesley Township*	0.92%	1	1	0	0%
Woolwich Township	1.78%	1	1	0	0%
Township of North Dumfries*	1.49%	1	1	0	0%
Total for Waterloo Region	13.10%	25	22	0	0%

* Not able to assess as less than 50% analyzed

TABLE 9 VISIBLE MINORITIES IN PUBLIC SECTOR – POLICE AND FIRE CHIEFS AND DEPUTY CHIEFS

Police and Fire Chiefs and Deputy Chiefs	Population % Visible Minority 2006 Census	Total Number	Total Analyzed	# Visible Minorities	% Visible Minorities
Region of Waterloo	13.10%	3	3	0	0%
City of Kitchener	15.45%	2	2	0	0%
City of Waterloo*	16.94%	1	1	1	100%
City of Cambridge	11.18%	3	3	0	0%
Total for Waterloo Region	13.10%	9	9	1	11.1%

*only one person was analyzed

TABLE 10 VISIBLE MINORITIES IN PUBLIC SECTOR

Public Sector	Population % Visible Minority 2006 Census	Total Number	Total Analyzed	# Visible Minorities	% Visible Minorities
Municipal and Regional Executives	13.10%	25	22	0	0%
Police and Fire Chiefs and Deputy Chiefs	13.10%	9	9	1	11.1%
Total for Waterloo Region	13.10%	34	31	1	3.23%

Leading Practices

The Public Service Commission (PSC) of Canada commits itself to ensuring a public service that reflects the diversity in Canada (Public Service Commission of Canada [PSCC], 2012). The PSC works on identifying the barriers to inclusion in their recruitment and staffing processes. Furthermore, they focus on developing and implementing policies and practices that will achieve more equitable representation in federal public service. This is just one example of an organization's efforts dedicated to increasing diversity.

The Ontario Public Service has recently been selected at one of Canada's Best Diversity Employers for 2013 (Mediacorp Canada [MC], 2013). Its efforts to increase diversity have included establishing an office to oversee the development of diversity and inclusion programs, the creation of a multi-year accessibility plan, the launch of a positive space campaign, and mentorship programs that connect deputy ministers and directors with members of underrepresented groups. This has shown a commitment to diversity at the highest levels.

The Regional Municipality of Waterloo has committed to and is actively engaged in a Diversity and Inclusion Strategy with three key goal areas: communicate the value of diversity; foster an inclusive workplace including strengthening leadership capacity, and address barriers in programs and services. (Region of Waterloo, n.d)

The City of Kitchener's corporate Inclusion plan includes initiatives such as an interdepartmental diversity committee focussing on internal and external diversity, and diversity training to create an inclusive and supportive workplace. (City of Kitchener, n.d)

Corporate Sector Leaders

Overview of Research

Research shows that there are a number of benefits associated with increasing diversity on corporate boards of directors. Not only is it the right thing to do, but also there are social, economic, political, and operational advantages to practicing diversity (Pillar Nonprofit Network [PNN], 2008). Effectively managing diversity will help increase creativity and problem solving, provide better understandings of the marketplace and enhance the ability to attract the best talent in a diverse labour pool. Furthermore, increased diversity on boards will result in more effective corporate leadership, and enhanced global relationships (Carter, et al. 2003). Altogether, there are strong motivations to pursue, and value diversity.

Cities and communities across Canada are becoming increasingly diverse. The 2006 Canadian census calculated that one in five people was born outside of Canada (PNN, 2008). The majority of recent immigrants were born in Southern and Eastern Asia, Eastern Europe, and the Middle East (Region of Waterloo Public Health [WRPH], 2009). Consequently, we are seeing dramatic changes in Canadian demographics. This means a wide array of languages, cultures, religions, and ethnicities characterize the Canadian population. However, these trends in diversity are only minimally reflected in the boardroom. According to the Canadian Board Diversity Council's 2012 Annual Report, only 5% of board members identify as a visible minority. Evidently, there are significant changes needed at the boardroom level; these changes must ensure equitable representation in leadership.

One study (Spenser Stuart [SS], 2009) found that diversity would only be achieved if senior leadership makes the issue a priority. Issues of diversity cannot only be a concern of human resources. In order for diversity to be achieved, it must be managed and implemented effectively; this requires leadership commitment, a strategic plan, practices and policies that meet the diversity needs of the organization, and changes in management and employee training and support processes (Gandz, 2001). These

changes will take time and must penetrate the entire organization, from recruitment to retirement.

Methodology

To assess the visible minority representation of corporate sector leaders in Region, we focused on the board of directors and senior executives in 8 of the largest companies located in Region. These organizations were selected as local companies, publically traded with local boards of directors. In total, we analyzed 48 board members and 30 senior executives.

Findings

Among the organizations we analyzed, 2.08% of board members and 3.33% of senior executives were visible minorities. These numbers are significantly lower than the percentages provided by the 2006 Canadian census. (See Table 11).

TABLE 11 VISIBLE MINORITIES IN THE CORPORATE SECTOR IN WATERLOO REGION

Corporate Sector	Population % Visible Minority 2006 Census	Total Number	Total Analyzed	# Visible Minorities	% Visible Minorities
Board of Directors	13.10%	54	48	1	2.08%
Senior Executives	13.10%	31	30	1	3.33%
TOTAL	13.10%	85	78	2	2.56%

Leading Practices

The Canadian Board Diversity Council (CBDC) is Canada's leading organization in advancing diversity across Canada's boards. CBDC is involved in advocacy, education, and research initiatives that address the lack of diversity seen on Canadian boards. One such effort includes *Diversity 50*. This program is designed to help corporate directors

identify board-ready diverse candidates beyond their own networks. Furthermore, the council hosts *Board Diversity Best Practices Roundtables*; this is an opportunity for organizations to learn about steps to increasing board diversity and to constructive insights on the challenges of improving board diversity in Canada. These important efforts are contributing strongly to the progress in Canada.

The 2011 DiverseCity Counts report outlines policies and practices by which organizations can successfully improve the diversity of corporate sector boards (Diversity Institute, 2011). One strategy includes counting. As an example, financial institutions report on their policies and activities to increase diversity, and undergo a yearly count. This approach can be highly effective. Next, it is important to make diversity a strategic priority. Most organizations say they are interested in diversity, yet more than 40% have not developed a strategic plan (SS, 2009). Developing a strategic plan is a fundamental component that must be encouraged from senior level management. Its actions and goals increase accountability and change. Additional efforts may include outreach to the community including ethno-cultural groups, specialized media, and various partners. Lastly, developing and sustaining excellent human resources practices such as scholarships for diverse groups or recruitment practices that foster equal opportunity for all people will promote equity. These strategies and more may assist organizations in becoming diverse.

It is hoped that "diversity in the future will be driven by the imperatives of competitiveness, demography, immigration, and globalization and these will supercede the social activism and legislative interventions of the past" (Gandz, 2001). Although quotas and mandated targets are a fine start, they do not work to change biases or encourage paradigmatic shifts. Slowly, growing efforts will have to explore better strategies to attend to these fundamental issues.

Voluntary Sector Leaders

Overview of Research

Non-profit organizations make significant contributions to the quality of life experienced by Canadians (Imagine Canada [IC], 2006). They play a critical role in Canadian society by supplementing the work of the government, encouraging citizen engagement, and increasing economic strength (Bradshaw et al., 2009). Their activities range from delivering health and social services, providing sports and recreation programs, attending to political and religious needs, and finally, contributing to environmental and cultural initiatives (IC, 2006). It is evident that non-profit organizations contribute to society on multiple levels. It is important that they are supported and can move strongly into the future.

There are multiple challenges currently being faced by non-profit organizations (IC, 2006). More than half the number of organizations who participated in a study by Statistics Canada in 2003, reported difficulties in planning for the future and obtaining board members. These are important issues because they have a strong influence on how organizations function and how they are governed. Boards of directors have a central role in determining the strategic direction of the organization (Bradshaw et al., 2009). They must be active in ensuring the legitimacy of the organization and demonstrating their commitment to the communities they serve. Overall, board members hold a pivotal role in organizations. Board member composition is a critical area to look at. Since board members have power in directing the future of the organization, it is important to have board members who represent the communities they serve.

In Canada, the diversity on non-profit boards is not reflective of the diversity in our communities (Bradshaw et al., 2009). Although there has been progress, there still remains "significant challenges for the non-for-profit sector in keeping pace with the shifting context" (Bradshaw et al., 2009). A recent survey (Bradshaw et al., 2009) of 240 non-profit organizations in Canada found that the boards that were best in promoting and achieving diversity were also perceived as having the highest overall board effectiveness. These boards are typically older and have the most formalized structure

and processes in place. As well, outlined policies and practices, especially ones that incorporate diversity related goals, are significantly related to increased range of diversity. There are also correlations between recruitment and selection practices and the range of diversity (Bradshaw et al., 2009). These are all factors that must be considered when advocating for change on boards.

Methodology

To assess the visible minority representation of voluntary sector leaders in Waterloo Region we selected the largest charities and foundations in the Region based on their reported revenue in for the period of 2010. In total we analyzed 29 boards of directors inclusive of 251 board members and 32 senior staff groups, counting 66 staff (see Appendix 3).

Findings

Among the organizations we analyzed 4.55% of senior executives and 7.97% of board members were visible minorities. (See table 12).

TABLE 12 VISIBLE MINORITY REPRESENTATION ON VOLUNTARY SECTOR BOARDS AND EXECUTIVES

Voluntary Sector	Population % Visible Minority 2006 Census	Total Number	Total Analyzed	# Visible Minorities	% Visible Minorities
Board of Directors	13.10%	392	251	20	7.97%
Senior Executives	13.10%	78	66	3	4.55%
TOTAL	13.10%	470	317	23	7.26%

Leading Practices

There is strong evidence that immigrants and members of visible minorities are an underutilized labour pool in the non-profit sector (HR Council [HRC], 2012). According to the HR Council (2012), visible minorities and immigrants make up 16% and 20% of the population, respectively. However, in the non-profit workforce, 6% of employees are visible minorities, and 11% are immigrants. Furthermore, 93% of executives identify as white. Clearly, there are significant differences that must be addressed. In the non-profit sector, various initiatives have been undertaken by a number of organizations to help encourage and ensure increased involvement of both new immigrants and Canadians from diverse cultural backgrounds. As one example, the Government of Canada's HR Council for the Nonprofit Sector has taken action in increasing awareness around nonprofit labour force issues. Although their efforts do not focus on board membership, they still hope to foster a culture of diversity within the non-profit sector.

In addition, York University and the Institute for Governance of Private and Public Organizations completed a study (SSB, 2009) that explored the need for Canadian non-profit boards to increase their diversity profiles. The report was intended to reach out to leaders of Canadian non-profits and to call out for action concerning diversity.

In Alberta, the Calgary Chamber of Voluntary Organizations (CCVO) gives voice to the non-profit and voluntary sector (Calgary Chamber of Voluntary Organizations [CCVO], 2011). The organization was established to deal with issues in the non-profit sector. A recent project undertaken by the CCVO included providing a guidebook for building an immigrant workforce in the nonprofit sector. The guidebook assists employers in developing an inclusion strategy that will help them attract, recruit and retain the best talent (CCVO, 2011).

DiverCity Toronto honours non-profit organizations with rewards to those who have made tangible steps to promote diversity at their highest levels. Non-profit organizations lag behind in visible minority representation in leadership positions.

Education Sector Leaders

Overview of Research

The promotion of diversity in the education sector plays a vital role in the lives of children and youth. When teachers and academic leaders reflect students' cultural backgrounds, students are positively influenced from an early age (Butler, 2000). An equitable and inclusive education system fosters an environment of encouragement for all youth. When each student feels welcomed and supported they are able to reach their full potential, there are reduced gaps of achievement between students, and there is increased confidence in publicly funded education (Ontario Ministry of Education [OME], 2009). When there is a failure to provide diverse and positive role models, students from visible minority groups may experience social exclusion resulting in high social and economic costs (Ryan, et al., 2007). Ultimately, it is of both symbolic and practical importance to include diverse leadership in the education sector.

Various research supports equality and diversity in the education system, and especially at the leadership level. As an example, principals are pivotal in setting the tone for diversity practices. Visible minority principals are perceived as being more effective in diversity practices because they are better positioned to provide culturally sensitive education (Ryan, et al., 2007). Diverse leadership will ultimately help to raise the performance of the sector by benefiting learners, staff, and the business community (Aguirre & Martinez, 2002). Despite all the research showing the benefits of diversity in leadership, visible minorities continue to be under-represented in the education sector. There is evidence that they face many barriers in securing employment and advancement (Ryan, et al., 2007).

Currently, it appears as though higher education institutions are ensuring and achieving diversity through their recruitment and hiring processes (Maytree, 2008). An inclusive approach to education and training promotes critical thinking, helps change societal mindsets, and challenges the structural arrangement of persons in society (Campbell, 2000). It is fundamental that students experience diverse leadership from the beginning as this ensures a practical reflection of a multicultural society.

Methodology

To assess the visible minority representation of education sector leaders in Waterloo Region, we looked at school board directors, and college and university leaders. In total, we analyzed 16 school board directors, and 140 college and university leaders.

Findings

Among the educational institutions we analyzed, 6.25% of school board directors and 7.86% of college and university leaders were visible minorities. These numbers are significantly lower than the percentages provided by the 2006 Canadian census. (See Tables 13 to 15).

TABLE 13 VISIBLE MINORITIES IN EDUCATION – SCHOOL BOARD DIRECTORS

School District Directors	Population % Visible Minority 2006 Census	Total Number	Total Analyzed	# Visible Minorities	% Visible Minorities
WRDSB *	13.10%	9	6	0	0%
WCDSB *	13.10%	15	10	1	10.00%
TOTAL	13.10%	24	16	1	6.25%

*WRDSB=Waterloo Region District School Board, WCDSB=Waterloo Catholic District School Board

TABLE 14 VISIBLE MINORITIES IN POST SECONDARY EDUCATION – COLLEGE AND UNIVERSITY LEADERS

College and University Leaders	Population % Visible Minority 2006 Census	Total Number	Total Analyzed	# Visible Minorities	% Visible Minorities
College Executives	13.10%	9	9	0	0%
College Board of Governors	13.10%	15	9	0	0%
TOTAL COLLEGE	**13.10%**	**24**	**18**	**0**	**0%**
University Executives	13.10%	46	45	4	8.89%
University Board of Governors	13.10%	124	77	7	9.09%
TOTAL UNIVERSITY	**13.10%**	**170**	**122**	**11**	**9.02%**
TOTAL COLLEGE AND UNIVERSITY	**13.10%**	**194**	**140**	**11**	**7.86%**

TABLE 15 VISIBLE MINORITIES IN THE EDUCATION SECTOR

Education Sector	Population % Visible Minority 2006 Census	Total Number	Total Analyzed	# Visible Minorities	% Visible Minorities
School Senior Staff	13.10%	24	16	1	6.25%
College Leaders	13.10%	24	18	0	0%
University Leaders	13.10%	170	122	11	9.02%
Total Waterloo Region	13.10%	218	156	12	7.69%

Leading Practices

The Toronto District School Board (TDSB) is actively aware of issues of diversity. In 2007 the TDSB reported on the demographic composition of their employees (Toronto District School Board [TDSB], 2007). This report provided information concerning how well the TDSB employees reflect the demographics of the community they serve. In addition to visible minority identification, the census also reviewed gender, BGHLTTT, ability, and Aboriginal statuses of its employees. Overall, it was an informative, transparent, and comprehensive report of the TDSB workforce. The results encouraged an exploration of how the TDSB could respond to the under-represented groups in the school board.

The University of Toronto (U of T) provides an annual employment equity report. This report investigates visible minority representation alongside other minority groups, and looks at all full-time and part-time academic staff including faculty, professional

librarians, and clinical appointed staff (University of Toronto [UT], 2007). It also focuses on programs at U of T that aim to achieve employment equity goals. One such initiative is the partnership with the Toronto Region Immigrant Employment Council (TRIEC), which aims to provide skilled immigrants with connections and knowledge about the Canadian workforce. A second is the Anti-Racism and Cultural Diversity Office, which seeks to enhance workplace equity through informative workshops.

Conclusions

While the Waterloo Region welcomes many newcomers, there is a noticeable lack of inclusion in leadership positions among non-profit, public and corporate boards and senior staff. Of the 676 community leaders that were analyzed, only 41 or 6.07% were determined to be visible minorities. Visible minorities are defined by Statistics Canada as, " persons, other than Aboriginal peoples, who are non-Caucasian in race and non-white in colour and consisting mainly of the following groups – Chinese, South Asian, Black, Arab, West Asian, Latin American, Japanese and Korean (StatsCan, 2012).

Sectors: (Table 20 summarizes the results for specific sectors)

Elected Officials: Only 3.19% of the 94 people analyzed were visible minorities. In the Waterloo Region no current Members of Provincial or Federal Parliament are visible minorities. Elected municipal councillors included only 1.49% inclusion of visible minorities and school board trustees rated higher at 10.53% or 2 out of 19 people analyzed.

Corporate Sector: Eight local companies were studied and this sector had the overall lowest percentage of representation. Only two out of 78 or 2.56% senior staff and board members analyzed were identified as visible minorities.

Public Sector: The Waterloo Region is comprised of two levels of municipal government: the Region of Waterloo, the cities of Kitchener, Waterloo and Cambridge and the townships of Wilmot, Wellesley, Woolwich and North Dumfries. 34 senior staff were analyzed including Police and Fire Chiefs and only 3.23% were considered visible minorities.

Voluntary Sector: While there are a large number of charitable organizations and foundations across Waterloo Region 29 local groups inclusive of 251 board members were analyzed. This group had the greatest visible minority representation at 7.97%. Senior staff in 32 organizations were also analyzed and only 4.55% were identified as visible minorities.

Education Sector: The Waterloo Region has two larger school boards, a community college and two universities with five university colleges on campus. Seventy senior staff were analyzed across this sector and 5.71 % were identified as visible minorities. The largest representation was within the university setting with 4 out of 45 or 8.89% identified as visible minorities. A total of 86 college and university board members were assessed and 8.14% were identified and visible minorities, all in the university setting.

TABLE 20 VISIBLE MINORITY REPRESENTATIONS BY SECTOR

Sector	Total Analyzed	% Visible Minorities
Elected Officials	94	3.19%
Corporate Sector Boards and Executives	78	2.56%
Public Sector Executives	31	3.23%
Voluntary Sector Boards and Executives	317	7.26%
Education Sector Boards and Executives	156	7.69%
Total for Waterloo Region	676	6.07% (41)

Challenges to Diversity:

It is not easy to run for office and be elected in any political office. Difficulties include: lack of name recognition, difficulty unseating known incumbents, lack of term in office limits, limited political experience or resources to finance a campaign and limited media coverage of municipal candidates (Bird, 2011). In addition provincial and federal elections are partisan so the person needs to belong to a political party and be nominated as a candidate.

Members of boards of directors in corporate, public and non-profit organizations are often identified based on a specific skill or expertise they can bring to the board i.e., legal, financial, human resources, fundraising, media, previous board experience. Recruiting may be done through existing board members, stock holders, and service users using recommendations and local media sites. If a board does not make diversity a strategic priority and recognize the benefits of diversity it may prove difficult to recruit new members.

Senior staff, whether in the civil service, public, non-profit or corporate sectors, reflect the hiring practices and promotion and training opportunities within the organization. A lack of diversity in leadership doubtless reflects a lack of diversity in the complete staff compliment. If there is a shortage of visible minority candidates to move in to leadership roles then how can the demographics improve?

Moving Forward: Taking Action

Counting visible minority leadership representation is an idea that was presented by Ratna Omidvar of the Maytree Foundation. The 2009 DiverseCity Counts report (Diversity Institute) outlined several action areas that could make a difference and improve visible minority representation in leadership positions across all sectors including:

Count: What gets measured gets done

While our research completed some counting, there was much that was not available to count. It is important for all sectors to understand how diverse their staffing and boards currently are and to complete their own internal counts. With these numbers in mind, targets might be established. Rather than quotas, targets are goals and setting diversity representation as a goal makes it a priority. As mentioned above, boards recruit often for specific skill sets and experience. Making diversity an important standard would ensure broader representation.

Lead:

Many organizations and companies are developing internal diversity and inclusion strategies. These strategies demonstrate commitment and responsibility to support changes in the future by creating more inclusive workplaces and offering inclusive, accessible programming and service. Leadership's commitment to diversity creates a climate of equality and equity.

Develop the Pipeline or Pathway:

Much has been written about the business case for hiring diverse talent. Recruitment strategies that reach out to ethno-cultural communities will build the internal pool of qualified candidates that in the future could move into leadership positions. In board development, recruitment can also occur through ethno-cultural communities including media and organizations. As well, board orientation and supports are necessary to assist the newcomer to feel welcome and valued as a board member.

Develop and Sustain Excellent Human Resources Practices:

Beyond recruitment, the actual selection and retention practices of organizations need to be supportive of diverse hiring. Practical areas include commitments to: bias-free interview questions; cultural sensitivity training for interviewers and staff; processes to assess foreign credentials and experience; and supportive and intentional orientation processes.

Communicate to influence:

Communicate diversity and inclusion strategies, commitments and results across your organization and into the community. This clear messaging demonstrates commitment and leadership. Sharing your plans and story with the media and broader community could encourage others to act and take diversity seriously, influence attitudes and potentially policy. (Diversity Institute, 2009)

Diversity Makes Sense

Leaders are people with influence and authority who make strategic decisions and take actions that affect organizations, businesses, and communities. Diverse leaders bring different and fresh perspectives, global experience, innovation and creativity. Diversity in leadership makes sense.

The Immigration Partnership's mandate is to support and encourage the integration and inclusion of immigrants and refugees in Waterloo Region. Civic engagement and participation is one reflection of inclusion or of belonging. Waterloo Region is a community that welcomes immigrants and refugees; we welcome them to become part of our community – to settle, work and belong. In the Waterloo Region, 13.10% of the total population have self-identified as visible minorities.

Change can take time and our hope is that as opportunities for change occur in leadership roles, organizations and businesses will include visible minorities in their selections. In addition organizations across all sectors not included in this initial research are urged to complete their own counting project and share the results. Efforts to increase diversity in leadership will help Waterloo Region secure our future competitiveness, sustainability, and quality of life.

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Appendices

APPENDIX 1: VISIBLE MINORITIES IN THE WATERLOO REGION, 2006

	Visible Minority Population (2006)	Total Population (2006)	% Visible Minority
City of Kitchener	31,230	202,160	15.45%
City of Waterloo	16,395	96,775	16.94%
City of Cambridge	13,345	119,405	11.18%
Wilmot Township	440	16,975	2.59%
Wellesley Township	90	9,785	0.92%
Woolwich Township	340	19,105	1.78%
Township of North Dumfries	135	9,050	1.49%
Region of Waterloo	61,980	473,360	13.10%

Source: StatsCan 2006 Census data, Custom tabulation prepared by Planning Information and Research in Planning, Housing and Community Services, Region of Waterloo

APPENDIX 2: INFORMATION COLLECTED FROM THE TOP 33 OF THE LARGEST VOLUNTARY SECTOR ORGANIZATIONS IN THE WATERLOO REGION WITH GENERATED REVENUE GREATER THAN 5 MILLLION

#	Name	2009-2010 Revenue($)	Information on Boards of Directors	Information on Senior Executives	Under 50% Identified
1.	Grand River Hospital Corporation	$302,966,000.00	x	x	
2.	St Mary's General Hospital	$134,630,008.00		x	x
3.	Cambridge Memorial Hospital	$117,822,023.00	x	x	
4.	Christian Horizons *	$116,349,257.00			
5.	Waterloo Wellington Community Care Access	$100,099,103.00	x		x
6.	Centre for International Governance (CIGI)	$82,601,145.00	x	x	
7.	Family and Children's Services Waterloo Region	$47,590,387.00		x	x
8.	Grand River Conservation Authority**	$33,654,964.00			
9.	Perimeter Institute of Theoretical Physics	$30,621,512.00	x	x	
10.	Mennonite Economic Development Associates of Canada*	$23,910,598.00		x	
11.	Lutherwood	$23,401,425.00	x	x	
12.	YMCA – Kitchener/Waterloo	$17,618,909.00	x	x	
13.	KW Habilitation	$16,673,328.00		x	x
14.	Sunbeam Residential Developmental Centre	$15,409,030.00		x	x
15.	Mennonite Central Committee Ontario	$14,364,316.00	x	x	
16.	New Apostolic Church Canada (NAC)	$13,833,523.00			x
17.	Habitat for Humanity Canada Foundation*	$12,951,227.00			

18.	Lutheran Homes Kitchener-Waterloo (Trinity Village)	$12,837,361.00	x		x
19.	Community Living Cambridge	$11,916,505.00		x	x
20.	KidsAbility Centre for Child Development	$11,511,480.00	x	x	
21.	The Centre in the Square Inc.	$10,326,597.00	x	x	
22.	Kitchener Public Library	$9,977,821.00	x	x	
23.	Christian Horizons (Canada)*	$9,626,727.00			
24.	Kitchener Downtown Community Health Centre	$9,040,956.00	x	x	
25.	Habitat for Humanity Canada*	$8,994,789.00			
26.	Parkwood Mennonite Home Inc	$8,724,344.00			x
27.	Fairview Mennonite Homes	$8,717,263.00			x
28.	Waterloo Regional Homes for Mental Health	$8,508,645.00	x	x	
29.	YMCA – Cambridge	$7,407,332.00	x		
30.	Ray of Hope Inc	$7,112,002.00	x	x	
31.	Habitat for Humanity Canada *	$8,994,789.00			
32.	Waterloo Regional Homes for Mental Health	$8,508,645.00	x	x	
33.	Grand River Hospital Foundation	$6,968,651.00	x	x	
34.	Women's Crisis Services Waterloo Region	$6,260,070.00	x	x	
35.	Legacy Foundation of Canada	$6,678,981.00	x	x	
36.	Women's Crisis Services Waterloo Region	$6,260,070.00	x	x	
37.	Cambridge Libraries and Galleries	$6,030,961.00	x	x	
38.	KW YWCA	$5,823,714.00	x	x	
39.	House of Friendship	$5,763,974.00	x	x	
40.	United Way of Kitchener Waterloo and Area	$5,654,698.00	x	x	
41.	Independent Living Centre Waterloo Region	$5,652,388.00	x	x	

#	Name			X
42.	The Salvation Army Kitchener AR Goudie Home for Seniors	$5,607,179.00			x
43.	Owl Child Care Services	$5,135,771.00	x	x	
44.	Mosaic Counselling and Family Services	$5,105,487.00	x	x	
45.	The KW Symphony Orchestra Association	$5,057,367.00	x	x	

*identifies a national board of directors

**identifies a local board comprised of elected officials

Source: Charitable organizations were selected based on their reported revenue, of greater than or equal to $5million dollars, to the Canada Revenue Agency. Universities and Colleges were excluded as they were counted under the Education Sector. Separate University Foundations were included in the list as well as hospitals and hospital Foundations. Senior executives generally included only Presidents, CEOs or CAOs of organizations and Charities and Foundations were excluded in the count if there was information on less than 50% of their board executives or of their senior staff.

APPENDIX 3: INFORMATION COLLECTED ON CORPORATE SECTOR PUBLICALLY TRADED COMPANIES WITH LOCAL BOARDS IN WATERLOO REGION

#	Name	Information on Boards of Directors	Information on Senior Executives	Under 50% Identified
1.	BlackBerry (RIM)	X	X	
2.	Automotive Tooling Systems	X	X	
3.	Brick Brewery	X	X	
4.	ComDev International	X	X	
5.	DesCartes	X	X	
6.	Open Text	X	X	
7.	Sandvine	X	X	
8.	RDM	X	X	