

## Voluntary sector leaders

### Methodology

In the voluntary sector, the study focused on the board of directors and senior executives in 20 of the largest charities and foundations located in the GTA based on revenue. Ethno-cultural foundations and charities were excluded because they tend to be dominated by the ethnic and cultural groups they represent; on the advice of experts, they were removed from the list. This year the study analyzed the same foundations and charities as in 2009 in order to ensure continuity and identify differences (Appendix 3).

### Findings

Among the organizations analyzed, there was a significant increase in the proportion of visible minorities among senior executives (15.5% compared to 8.5% in 2009). On the other hand the proportion of visible minorities on boards decreased slightly (11.9% compared to 13.7% in 2009). Overall there was a slight but insignificant decline: 12.5% in 2010 compared to 12.8% in 2009 (Table 7).

Additional analysis this year showed that four (28.6%) of the 14 charities analyzed, and two (33.3%) of six foundations have no visible minorities on their boards. In terms of senior management, eight of 13 charities (61.5%) and four of five foundations (80%) have no visible minorities.

Table 7. Visible minorities in voluntary sector leadership

Voluntary sector leaders	2009 Total number	2010 Total number	2009 Analyzed	2010 Analyzed	2009 % Analyzed	2010 % Analyzed	2009 VM	2010 VM	2009 % VM	2010 % VM
Boards of directors	351	379	284	328	81%	87%	39	39	13.7%	11.9%
Senior executives	73	93	59	71	81%	76%	5	11	8.5%	15.5%
<b>Total voluntary sector leaders</b>	<b>424</b>	<b>472</b>	<b>343</b>	<b>399</b>	<b>81%</b>	<b>85%</b>	<b>44</b>	<b>50</b>	<b>12.8%</b>	<b>12.5%</b>



**UNITED  
WAY  
TORONTO**

United Way Toronto is a charity working to advance the common good and create opportunities for a better life for everyone in the city. Working in partnership with others, it mobilizes people and resources to address the root causes of social problems and to change community conditions for the better. United Way Toronto also supports agencies that provide services to strengthen individuals, families, and communities.

The organization recognizes that having diverse leadership equips it to better meet the challenges of serving one of the most diverse cities in the world. Making diversity and inclusion a strategic priority, both internally and externally, the agency has focused on governance, management, human resources and succession planning in order to ensure that much more than just the “face” of United Way matches the communities it serves.

In 2001, only 25% of 44 board members were visible minorities. By 2010, that percentage jumped to 48%, in a period when they were simultaneously decreasing the size of the board to 23 members. When describing the process, President and Chief Executive Officer, Frances Lankin said, “There are so many talented people when you reach out.”

United Way Toronto has also refocused support for services it funds and the strategic initiatives it executes to address the growing diversity of the city. As part of its strategy to help build the capacity of the social services sector, it is working to encourage and support other agencies to develop organizational skills around diversity and inclusion. As well, broad sectoral relationships are key to United Way’s strategy to support newcomer communities and the social service sector through partnerships with other organizations.

Leadership in  
ACTION

**Michael  
Herrera**

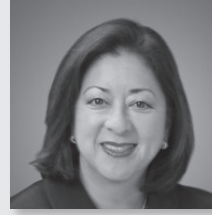
Vice-President,  
Finance,  
United Way Toronto



Michael Herrera joined United Way Toronto in August 2009. As Vice-President, Finance, he provides strategic leadership in accounting and financial management. He has spent a career in service to the nonprofit sector, having worked with social services, religious and arts organizations. Most recently, Mr. Herrera was the Interim Treasurer at the Anglican Church of Canada. He has held similar positions at YMCA of Greater Toronto and National Ballet of Canada. His community involvement includes past governance roles with organizations such as Community Social Planning Council, Toronto Community Foundation, and Ontario Museum Association.

He also teaches a course in financial management for arts managers at the University of Toronto at Scarborough.

*"As I have lived in Toronto all my life, I have benefitted from the cultural and ethnic diversity of the city. I've never felt as if I was a visible minority – just knew that people did not all look the same. But it isn't looks that matter – it is what's inside that counts. As my classmates and colleagues have shared a diversity of life experiences, I have always appreciated the unique perspective that they bring. Therefore, I value experiences that people bring from other countries just as much as my experience gained here in Canada."*



**Connie  
Sugiyama**

Board of Directors,  
SickKids Foundation

Leadership in  
ACTION

Connie Sugiyama is the Chair of the Board of Trustees of Toronto's world-renowned Hospital for Sick Children, the first woman to occupy this position. She is also a board member of SickKids Foundation, Toronto International Film Festival Group, Canada Health Infoway and Luminato, the Toronto Festival of Arts and Creativity. She serves on the Advisory Council of Women in Capital Markets and is a senior advisor to the Japanese Canadian Cultural Centre.

She is a senior partner in the Toronto office of Gowling Lafleur Henderson LLP, serving on Gowlings' National Executive Committee from 2005-2007 and leading its National Corporate Finance, Securities and Public M&A Group from 2002-2007, contributing significantly to the growth and development of this practice.

For more than 30 years, Ms. Sugiyama has advised a diverse range of domestic and international businesses on issues. Among other deals, she led the Gowlings team that advised the banking consortium to the purchasers in connection with the proposed \$52 billion acquisition of BCE Inc. Ms. Sugiyama is recognized as a leading practitioner in Chambers Global: The World's Leading Lawyers (corporate and M&A law), The Best Lawyers in Canada (corporate law) and in Lexpert, among others.

Ms. Sugiyama is a third generation Canadian of Japanese ancestry who was born and raised in Toronto.

*"My perspective on leadership has been strongly influenced by my close-knit family, my parents' and grandparents' triumphs over adversity before, during and after the Second World War and by many wise friends, mentors and advisors."*