



MESSAGE FROM THE CHAIRS

We are in a period of profound change—economic, social, political, technological, and demographic that is creating tremendous opportunities for our region, while at the same time requires leadership from all sectors to ensure no one is left behind. At CivicAction, we remain committed to building inclusive cities and communities where people not only live, but thrive.

Today, organizations are increasingly driven by a sense of purpose that fosters more inclusive growth and prosperity, stemming from the changing expectations of citizens, customers, employees and investors. As a result, more and more businesses are making decisions that go beyond their bottom line. People and organizations want to stand for something and we see that every day in our world of city-building.

The rise of city-regions continues across the globe. Home to seven million people and accounting for 20% of Canada's GDP, the Greater Toronto and Hamilton Region is no exception. Collaboration across all levels of governments and new levels of cross-sectoral partnerships are essential to realizing our potential as a region and a nation. Without question, harnessing the power of collective leadership is an accelerator for realizing our vision of who we want to be-a unified region, strong, vibrant, and inclusive—that believes that better is always possible.

Here at CivicAction, we sit at the nexus of where the different sectors and leaders of today and tomorrow converge. We bring people together and show what's possible when we

set the bar high, then take action to reach it together. And we do it knowing that sustainable progress is possible only when all voices and experiences are brought to the table.

Building on our 15-year history of tackling some of our region's toughest issues, CivicAction continued to enable collective impact on the economic, social and mental well-being of our region. Our initiative Escalator: Companies and Youth Moving Up is breaking down barriers to youth employment and MindsMatter is motivating employers to improve mental health support in the workplace. We also convened important conversations ranging from infrastructure to community resiliency. CivicAction Leadership Foundation's signature programs continue to be a destination for rising civic leaders. The **Emerging Leaders Network** and DiverseCity Fellows program cultivate and grow strong leaders with a goal to change the face of leadership in our region.

2019 will be an exciting year for us as we hold our Summit to help reset and jumpstart our next four-year agenda. We will convene influencers from all sectors—business. government, not-for-profits, academia and civil society—and ensure we invite new voices to these conversations.

We thank our CivicAction leadership team and staff, partners from all sectors and civic leaders for their tremendous contributions to making this another successful year. And as we embark into 2019, together, let's show the world what exceptional city-building looks like. Why? Because this is where we live.



Zabeen Hirji Chair, CivicAction: Strategic Advisor, Private and **Public Sector**





Tim Hockey Chair, CivicAction Leadership Foundation: President and CEO. **TD** Ameritrade

ACTION IS A TEAM SPORT

The big, complex challenges of today need an all hands on deck approach, and collective impact is what CivicAction does best. As the premier civic engagement organization in Canada, we have nearly two decades of experience creating and activating solutions to the most pressing urban challenges facing the Greater Toronto and Hamilton Area (GTHA) and beyond.

Because we're CivicAction (and not Civic Chit-Chat), we build partnerships across sectors and hit the pavement to create initiatives that transform our region. Our mission is to be the neutral sandbox where collaborative solutions to unresolved challenges can happen.



"Every action starts with a connection. A connection to an idea, passion or person that can make it all possible."

Nan DasGupta
Partner and Managing Director, The Boston
Consulting Group, Toronto; CivicAction
Leadership Foundation Board





"I want to collaborate with like-minded leaders to spark the engagement of our community and foster the next generation of diverse civic-minded leaders to drive change and lasting impact across our region."

Beth WilsonCEO, Dentons Canada LLP;
CivicAction Board



"What we can accomplish together is so much bigger than what we can do alone. CivicAction sets and convenes the communal table and converts good intentions into action and results."

Catherine Pringle

Director of Communications, Trillium Health Partners; CivicAction Leadership Foundation Board

WHAT SETS CIVICACTION APART?

Multi-sector convener and activator.

Focus on action.

Proven track record of bringing ideas to scale.

Engage the grass tops and grassroots.

Focus on inclusive cities and economies.

A MODEL FOR ACTION

Research What's the need.

ReloadWhat's the scope of our four year focus.

RefinePut a fence around action we can take.

ReinforceBring in the cavalry of cross-sectoral players to get it done.



OUR HIGHLIGHTS

NOVEMBER 2017

More than **150** rising leaders came together at **#ELNstudio3D** to discover, decode, and drive the future of an inclusive region with **28** speakers representing diverse communities, backgrounds, and interests. Attendees identified the need to create inclusive spaces, foster transparency and trust, investigate and question the status quo, diversify leadership, and prioritize learning in order to build an inclusive future.

DECEMBER 2017

MindsMatter, our free online tool that helps organizations foster better workplace mental health, marked its first anniversary. To date, 900+ organizations with the potential to reach 2 million employees across Canada have taken the tool.

JANUARY 2018

The CivicAction Leadership Foundation launched the 9th cohort of our DiverseCity Fellows program. Adding new faces to a growing pipeline of more than 230 diverse, civic-minded rising leaders and continuing to change the face of leadership in our region

MARCH 2018

Over 200 leaders from all stripes and sectors punched their ticket to MetroNext 2018—the best civic party in town at Union Station. Attendees celebrated two outstanding women: Karen Restoule, a convener and rising Indigenous champion, was given the Emerging Leader Award, while Pat Capponi, author and poverty advocate, was recognized with the Lifetime Achievement Award for Civic Leadership.

APRIL 2018

CivicAction launched **HireNext**, a set of in-demand tools that make it easier for employers to fill their hiring needs with new youth talent. To date, **dozens of employers have made a public commitment** to make hiring more inclusive to youth, and employers spanning businesses of all sizes and industries across Canada and some in the U.S. have taken our first-of-its-kind online HireNext assessment.

JULY 2018

Almost **400** youth and youth workers gathered for the award-winning **YouthConnect**. To date, more than **750** youth workers with the capacity to reach **32,000+** youth, and over 400 youth, have been trained to open new doors to jobs and people using online tools.

OCTOBER 2018

Our Emerging Leaders Network (ELN), with almost 2,000 members from across the region, led a municipal election get out the vote campaign with pop-ups in Toronto, Mississauga, Hamilton and Oakville. The ELN also engaged 18 youth in an "If I were Mayor" blog series to push the unique take and innovative ideas of our youth to the forefront.



"There's no shortage of good ideas – it's what you do with them that counts."

Cameron Bailey

Artistic Director and Co-Head, Toronto International Film Festival; CivicAction Board

ACIION MATTERS

MAKING MINDSMATTER

In any given week, at least 500,000 employed Canadians are unable to work due to mental health problems. According to the Canadian Mental Health Association, 42% of Canadian business leaders are interested in taking action to address workplace mental health but haven't due to barriers such as lack of time, resources, or know-how.

To close this gap, and in collaboration with employers, experts, and people with lived experience, CivicAction developed **MindsMatter**, a free online tool designed to help organizations take their first or next step towards better workplace mental health. With only two years of the program under our belt, **900 organizations with the potential to reach 2 million employees across Canada** have taken the first-of-its-kind assessment tool and received tailored recommendations to support their organization's mental health journey.

Visit mindsmatter.civicaction.ca to take the assessment.



"A healthy GTHA includes both physical and mental health. I'm glad to put mental health on the agenda for our region and create new channels to help those who are struggling."

Rob MacIsaac

President and CEO, Hamilton Health Sciences; CivicAction Board

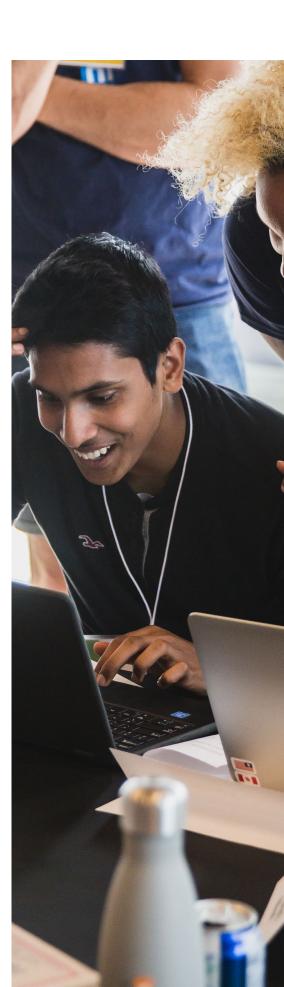
MIND THE FLOOD

In 2017, CivicAction and the Insurance Bureau of Canada (IBC) convened organizations from across sectors to discuss strategies to engage and activate Toronto region homeowners to minimize their flood risk. The resulting report *Blueprints for Action*, which outlined key ideas to motivate GTHA residents to better prepare themselves, has continued to spur new action. In July 2018 the Toronto Home Resilience Program was launched, and included ideas and findings from our report. Developed by the Intact Centre on Climate Adaptation and supported by the City of Toronto and IBC, this pilot gives homeowners emergency preparedness resources and a 50-point flood risk assessment to reduce basement flood risk.



"The GTHA is a beacon on the planet for multiculturalism and pluralism and our future is bright. As our region continues to grow and evolve, having a 360 vantage point is essential to anticipating change and constructing the infrastructure our region needs to thrive."

Ken TanenbaumVice-Chairman, Kilmer Van Nostrand Co. Limited; CivicAction Board



MOMENTS OF IMPACT

















YOUR NEXT BIG HIRE

Over the past four years CivicAction's **Escalator: Companies and** Youth Moving Up initiative has worked with government and the private sector to give thousands of youth access to the networks, mentors, learning opportunities and 21st century skills needed to navigate today's job market and a changing economy. Escalator focuses on removing the systemic barriers that keep some young people disconnected from financial security. Under Escalator, CivicAction has incubated and supported a suite of interventions.

Through SkillsConnect, CivicAction has provided 200 LinkedIn Learning licences to youth workers, and another 1,700 to youth.

Dozens of employers have made a public commitment through **HireNext** to make their hiring more inclusive to youth.

More than 750 youth workers with the capacity to reach over 32,000 youth, as well as over 400 youth have been trained at YouthConnect events on 21st century job search skills.

808 youth have graduated from NPower Canada's free employer-driven IT skills training and internship program.

80% have secured full-time employment within 6 months of graduation.

netWORKS has engaged 800+ youth and 500+ **mentors** in a flexible, technology-enabled networking and mentoring program.

SKILLSCONNECT

Earlier this year, CivicAction launched SkillsConnect which aims to demystify the world of work for young people. It gives them new online opportunities to explore careers and build the skills employers are seeking. SkillsConnect provides a flexible, digestible and digital learning environment for youth on their way to their first or next job. Through SkillsConnect, CivicAction has provided 200 LinkedIn Learning licences to youth workers, and another 1,700 to youth. These licences give users access to over 13,000 LinkedIn Learning courses, as well as a specially curated series of learning paths customized by CivicAction and informed by employer needs.

HIRENEXT

Knowing we need to attack youth unemployment from both sides. CivicAction developed practical tools to help employers make the necessary changes to their HR practices to more effectively hire and retain vulnerable youth. Since launching HireNext in April 2018, employers spanning businesses of all sizes and industries across Canada and some in the U.S. have taken our first-of-its-kind online HireNext assessment. Dozens of employers have made a public commitment to make their hiring more inclusive to youth.

Visit hirenext.civicaction.ca to make your hiring more inclusive to youth.

YOUTHCONNECT

More than 750 youth workers with the capacity to reach over 32,000 youth, as well as over 400 youth, have been trained at YouthConnect events on 21st century job search skills. The recipient of the City of Toronto's 2017 Partnership to Advance Youth Employment Leadership Award for Impact, YouthConnect is now in its fourth year. After YouthConnect 2018, more than 90% of youth workers felt better prepared to support youth in connecting with employment.

NPOWER CANADA

Over 800 youth, who begin the program unemployed or employed in survival jobs, have graduated from this free employer-driven IT skills training and internship program. Within 6 months of program completion, 80% have secured full-time employment. CivicAction was a founding partner of NPower Canada and has continued to provide scaling support this year as NPower Canada expanded to three campuses in Toronto, Markham and Peel.

NETWORKS

Has engaged more than 800 youth and more than 500 mentors in a flexible, technology-enabled networking and mentoring program. Developed in partnership with CivicAction and now led by United Way of Greater Toronto. 78% of netWORKS mentees report feeling confident in their ability to find meaningful employment.



FILLING THE LEADERSHIP PIPELINE



The CivicAction Leadership Foundation is committed to building the collective leadership capacity of our region. Through high-impact leadership programs designed to educate and inform, the Foundation is opening doors, minds and opportunities for young, emerging, and under-represented leaders in the region.

Find out more at leadership.civicaction.ca.



"Our talent is our greatest resource but it's a resource that needs to be constantly invested in. The programs delivered by the CivicAction Leadership Foundation will pay dividends to our region for many years to come."

Cam Fowler

President, North American Personal and Business Banking, BMO Financial Group; CivicAction Board

CHOOSE LEADERSHIP YOUR OWN ADVENTURE

CivicAction's Emerging Leaders Network (ELN) helps build-up, plugin, and galvanize action-oriented leaders to create a more connected and collaborative GTHA.

With almost 2,000 rising leaders representing a wide range of ethno-cultural backgrounds, communities, and sectors, the ELN hosts free monthly events focused on networking, skill-building, and collectively addressing pressing civic issues. The network also helps members advance civic-focused ideas and has incubated nearly 20 city-building projects since 2006.

*Engaged ELN members who have attended 2 or more events in the past year.

connects diverse thought, perspectives and experiences to amplify impact." - Jesse Darling 2018-19 ELN Co-Chair; Manager, Strategy and 61% of members identify as a visible my report having an increase Design, Brookfield Institute for Innovation + Entrepreneurship; CivicAction and CivicAction Leadership Foundation Board 3% * feel in some that their knowledge of city.

77% * found that their knowledge of city.

* would recommend the recommend the network of the some state of 65% * report I all their their thowledge of city-builds would recommend the network to the profit sector La de la community.

La de la

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Our region is full of emerging talent, ready to take on the challenges of today and tomorrow. As the leaders

of tomorrow, the ELN demonstrates a new approach to city-building. One that puts inclusion in the driver's seat and























EARNING A CIVIC MBA

CivicAction's DiverseCity Fellows is an awardwinning leadership experience for diverse rising leaders from all sectors and communities looking to drive change. To date, 235 Fellows have completed the program.

Each year, the program brings together 25 civic rock stars who are passionate about shaping their community and provides them with the toolkit and network to make change happen.

Past participants have noted that the program has helped further their leadership journey and accelerate their careers, while also helping them contribute to their community in a meaningful way. 100% of last year's Fellows cohort agreed the program increased their awareness and understanding of their leadership style and competencies.

DURING THE YEAR DIVERSECITY FELLOWS:

Build their leadership capacity with access to free self-assessment tools, 10+ skill building modules led by sector leaders, and a personalized leadership development plan.

Expand their personal and professional network throughout the region.

Make an impact by collaborating on a team project that tackles a pressing social, environmental, or economic issue in the GTHA.

Strengthen their understanding of current civic challenges through engagement with the region's top influencers and visionaries.

Receive structured mentorship support from a prominent senior-level leader.



"Our region can be a world leader in civic participation where everyone is taking action—big or small—to build a better collective future."

Salima Rawji Vice President, Development, CreateTO; CivicAction and CivicAction Leadership Foundation Board



"Let's be a place that is defined by what we build together-connected, liveable communities."

Jan De Silva President and CEO, Toronto Region Board of Trade; CivicAction Board





"The relationships I built through the Fellows program were lifechanging. Although we were from different sectors and areas of the city, we all formed a deep connection through our passion for the region. As a result, I have best friends for life that I still call on to discuss critical issues."

Mark Sam

Management Consultant, The Boston Consulting Group; CivicAction and CivicAction Leadership Foundation Board; 2018-19 ELN Co-chair; 2014-15 DiverseCity Fellow I started out the
Fellowship with a
high case of imposter
syndrome, but with
support from CivicAction
and my fellow Fellows,
I've learned to step fully
into the shoes that I'm
wearing!"

Tanya Hayles

Chief Creative Officer, Hayles
Creative Elements and Founder of
Black Moms Connection;
2018 DiverseCity Fellow





"The program has provided me with so much access to new networks and new knowledge, elevating my optimism for our region's equitable future. Overall I am a more connected, self-aware, and empowered leader because of the program."

Adil Dhalla

Executive Director, Centre for Social Innovation; 2018 DiverseCity Fellow

"I have developed more techniques to better engage others in catalyzing social change. The program compels diverse leaders to actualize change, taking on critical leadership roles, disrupting monotonous systems and shining a light on ways to advance inclusive agendas."

Stefany Hanson Hons, BPA, MPPAL Manager, Youth Development at City of Toronto; 2017 DiverseCity Fellow

GREAT LEADERS BUILD GREAT CITIES

Started in 2015, **MetroNext** is an annual celebration that shines a spotlight on extraordinary rising and established leaders who share a passion for city-building and a common desire to see our region reach its full potential.

The incredible and inspiring civic leaders recognized to date include:

EMERGING LEADER AWARI

2015: ANDREW GRAHAM

Former ELN Co-Chair and financial innovation expert.

2016: SALIMA RAWJI

Passionate city-builder creating livable, animated spaces.

2017: HIBAQ GELLE

A committed community and youth advocate.

2018: KAREN RESTOULE

Convener and rising Indigenous champion.

2015: HON. DAVID CROMBIE

Former Mayor of Toronto and long serving CivicAction board member with a history of civic engagement and commitment to make the GTHA a better place.

2016: SEN. RATNA OMIDVAR

Champion for inclusion and diversity across Canada and the world.

2017: DR. JOSEPH WONG

Social justice advocate and local, national, and international community mobilizer.

2018: PAT CAPPONI

Author and mental health and poverty advocate.

LEADERSHIP IS COLLECTIVE Leadership is meant to be celebrated. CivicAction uses its platform to recognize and tell the stories of other exceptional leaders in our region who are transforming their communities. Godyne Sibay Managing Partner, Ontario Region, McCarthy Tétrault LLP; CivicAction Leadership Foundation Board I 23 | 2018 CivicAction Annual Report

OUR DIRECTORS



Cameron Bailey
Artistic Director and Co-Head, Toronto International Film Festival



Jesse Darling • • Manager, Strategy and Design, Brookfield Institute for Innovation + Entrepreneurship; ELN Co-Chair



Nan DasGupta Partner and Managing Director, Boston Consulting Group



Jan De Silva ●
President and CEO,
Toronto Region Board of
Trade



Cam Fowler President, North
American Personal
and Business Banking,
BMO Financial Group



Zabeen Hirji • • Chair, CivicAction; Strategic Advisor, Private and Public Sector



Tim Hockey • • Chair, CivicAction Leadership Foundation; President and CEO, TD Ameritrade



Rob MacIsaac ● President and CEO, Hamilton Health Sciences



Mrinalini Menon • • Director, Intrapreneurship and Early Talent, RBC; ELN Co-Chair



Joe Natale President and CEO, Rogers Communications Inc.



Catherine Pringle • Director of Communications, Trillium Health Partners



Salima Rawji • • Vice President, Development, CreateTO



Mark Sam • • Management Consultant, Boston Consulting Group; ELN Co-Chair



Godyne Sibay Managing Partner,
Ontario Region,
McCarthy Tétrault LLP



Peter Sloly
Partner – Risk Advisory,
Cyber, National Lead
– Security and Justice,
Deloitte



Ken Tanenbaum ● Vice-Chairman, Kilmer Van Nostrand Co. Limited



Beth Wilson ● CEO, Dentons Canada



Daniele Zanotti ● President and CEO, United Way Greater Toronto



Hon. David Crombie Hon Chair, CivicAction; Former Mayor, City of Toronto

- Board member of CivicAction
- Board member of CivicAction Leadership Foundation

TEAM ACTION

Thank you to CivicAction and CivicAction Leadership Foundation staff who contributed to our work over the last year.



Chris AdamsChief Financial Officer,
CivicAction



Asal AfsharProject Officer,
Escalator, CivicAction



Tamara BalanChief Operating Officer,
CivicAction



Neha BhargavaProject Manager,
Escalator, CivicAction



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Project Coordinator,
CivicAction Leadership
Foundation



Leslie Domenico Senior Program Manager, CivicAction



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Alia Scanlon Project Manager, 2019 CivicAction Summit, CivicAction



Sevaun Palvetzian CEO, CivicAction



Bareera SialProject Coordinator,
Escalator, CivicAction



Donovan Taplin*Project Coordinator,
CivicAction



Linda Weichel Vice-President, Initiatives, CivicAction



Cynthia ZakhemProject Coordinator,
CivicAction

The best piece of leadership advice I ever received was to claim your space at the decision-making table. The ELN is the space for emerging civic leaders who want to leave their mark.

Mrinalini Menon

2018-19 ELN Co-Chair; 2015-16 DiverseCity Fellow; Director, Intrapreneurship and Early Talent, RBC; CivicAction and CivicAction Leadership Foundation Board



EMERGING LEADERS NETWORK EXECUTIVE

The ELN Executive Committee is a team of volunteers who help shape the programming for the ELN. This includes launching campaigns and initiatives to increase member engagement, planning and executing exposure opportunities for members, and deepening the overall impact the network provides to its members.



Marchael Cunanan ELN Events and Programming Lead; Financial Analyst, Pivotal



Alyssa Lai ELN Communications Lead; Project and Communications Coordinator, Socrates Project, McMaster University



Mrinalini Menon ELN Co-Chair; 2015-16 DiverseCity Fellow; Director, Intrapreneurship and Early Talent, RBC



Dilya Niezova ELN Events and Programming Lead; Project Lead, City of Toronto



Abhishek Sarathy ELN Events and Programming Lead; Director, Total Benefits and Saving, Sun Life Financial Canada



Jesse Darling ELN Co-Chair; Manager, Strategy and Design, Brookfield Institute for Innovation + Entrepreneurship



Sean MacKay ELN Communications Lead; Managing Director, Livabl



Gerri Nakirigya Lutaaya ELN Events and Programming Lead; Advancement Coordinator, University of Toronto



Mark Sam ELN Co-Chair; 2014-15 DiverseCity Fellow; Management Consultant, The Boston Consulting Group



Sarah Wardrope ELN Events and Programming Lead; Project Manager, Hamilton Health Sciences

ACTIVATORS

Whether galvanizing support for a shared cause, supporting the passions of our future leaders or demonstrating belief in our region's potential, the important work we do would not be possible without our incredible network of supporters.

CivicAction and the CivicAction Leadership Foundation are grateful for the investment of the following companies, foundations and individuals in our work:

CIVICACTION

CITY CHAMPIONS





















CITY BUILDERS























CITY FRIENDS





















SPECIAL THANK YOU TO OUR EARLY SUPPORTERS OF SUMMIT 2019









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University of Toronto

If you are interested in supporting our work, please contact us at info@civicaction.ca or 416.309.4480.

CIVICACTION LEADERSHIP FOUNDATION

LEADERSHIP FOUNDERS (MULTI-YEAR COMMITMENTS)

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Network and DiverseCity Fellows Alumni City of Toronto Kilmer Van Nostrand Ltd. Catherine Pringle and Ryan Barnes Stikeman Elliott LLP

Members of the Emerging Leaders

Leadership Patrons

CivicAction acknowledges the following long time partners for their efforts in helping our leadership programs grow:

BMO
Helen Burstyn and David Pecaut
KPMG
Manulife
RBC
TD Bank Group



"I will invest in action over talk every time. CivicAction does an exceptional job of punching above its weight and multiplying its impact by engaging others in a shared vision of who we want to be."

Joe Natale

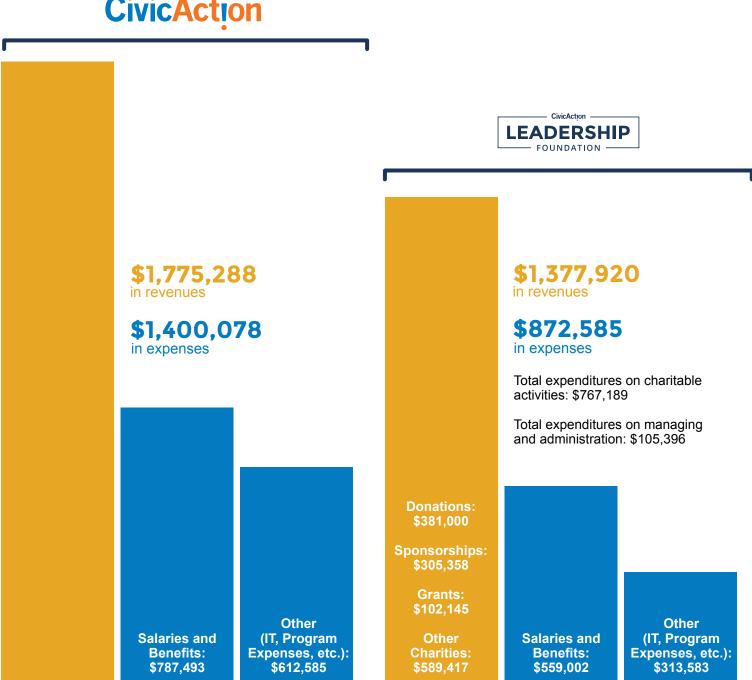
President and CEO, Rogers Communications Inc.; CivicAction Leadership Foundation Board

IMPACT MULTIPLIERS

Utilizing a mix of low overhead, effective partner engagement, and a small-but-mighty staff team, CivicAction and the CivicAction Leadership Foundation consistently drive maximum impact.

The following information is derived from the 2018 financial statements of both organizations as audited by PricewaterhouseCoopers LLP.

CivicAction



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LIVE HERE LEAD HERE

Stay updated on our work:

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