DRAWN TOGETHER FOR A PIGE OSE

Impact Report 2019

CivicAction





www.civicaction.ca

leadership.civicaction.ca

@CivicActionGTHA





COLLECTIVE ACTION HAPPENS WHEN WE CREATE THE CONDITIONS FOR IT. 2019 WAS A YEAR WHERE WE SAW LEADERS RENEW THEIR COMMITMENT TO WORKING TOGETHER TO CREATE POSITIVE CHANGE. TOGETHER, WE CAN CONTINUE TO SHOW THE WORLD WHAT EXCEPTIONAL, INCLUSIVE LEADERSHIP LOOKS LIKE.

Zabeen Hirji

Chair of CivicAction and Executive Advisor, Future of Work at Deloitte



CIVICACTION ONLY WORKS BECAUSE OF THE STRENGTH OF ITS NETWORK, PEOPLE WHO BRING BOLD AND DIVERSE THINKING. THE COLLABORATION AND CIVIC LEADERSHIP I HAVE SEEN THIS YEAR MAKES ME OPTIMISTIC ABOUT THE FUTURE OF OUR REGION AND ITS PLACE ON THE GLOBAL STAGE.

Tim Hockey

Chair, CivicAction Leadership Foundation and President & CEO, TD Ameritrade



AS POWER SHIFTS AND SECTORAL BOUNDARIES BLUR, OUR MODEL OF IMPACT - HARNESSING THE WISDOM OF CROWDS AND ENGAGEMENT OF LEADERS FROM ALL SECTORS - HAS NEVER BEEN NEEDED MORE. WE'RE VERY PROUD OF THE RESULTS WE ACHIEVED IN 2019 AND LOOK FORWARD TO EVEN MORE ACTION IN THE YEAR TO COME.

Sevaun Palvetzian CEO. CivicAction

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ACTION ISAME AND SPORT

Around the world, power structures are being challenged and who's responsible for solving the issues we face is shifting.

Consider how big city mayors and companies have stood up for climate change in the U.S. in the face of higher government inaction. Or the World Economic Forum putting mental health on its agenda.

Today's world needs diverse leaders with vision, who aren't afraid to think outside the box and reach across the aisle or ideological lines to find solutions that work. The big, complex challenges of today need an all hands on deck approach.

As one of the premier civic engagement organizations 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.

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EVERY ACTION STARTS WITH A CONNECTION.
A CONNECTION TO AN IDEA, PASSION OR PERSON THAT CAN MAKE IT ALL POSSIBLE.

Nan DasGupta

Senior Partner and Managing Director, The Boston Consulting Group, Toronto; CivicAction Leadership Foundation Board Member



AMODEL FOR ACTION

CivicAction

In 2019, CivicAction defined a new purpose and set of values to ground our work and drive it forward with renewed vigor.

PURPOSE

To boost civic engagement and build better cities.

VALUES

Drive Action

We are relentlessly driven and tenaciously curious. We set ambitious goals, stretch to meet them, take informed action, and drive measurable impact.

Harness Collective Wisdom

We leverage the wisdom of crowds and are a multiplying force for action. We believe that collaboration leads to stronger outcomes and that when we work together, we become more than the sum of Our parts.

Cultivate Inclusion

We unrelentingly work towards a culture of inclusion. We embrace diversity and seek to create an environment that values the perspectives, experiences, abilities and aspirations of all.

Be Bold

We don't settle for the status quo. We experiment, learn and work continuously to achieve better outcomes.

Integrity at our Core

We are non-partisan in all we do and believe trust & integrity are core to who we are. With no preconceived notion of the ultimate solution, we build trusted relationships and strive to act in ways that are principled, decent, balanced and fair.

WHAT SETS CIVICACTION APART?

MULTI-SECTOR: We are a multi-sector convener and activator.

INCLUSIVE: We focus on inclusive cities and economies.

NEXT GEN: We engage and unlock the next generation of leaders.

ENGAGED: We engage the grasstops and grassroots.

TRACK RECORD: We have a proven track record of bringing ideas to scale

ACTION DRIVEN: We focus on action.



THIS IS HOW WE DO IT

RESEARCH

What is the need?

RELOAD

What's the scope of our four year focus?

REFINE

Put a fence around action we can take and the impact we can make.

REINFORCE

Bring in the cavalry of crosssector players and those with lived experience to get it done.



THERE ARE FEW ORGANIZATIONS THAT CAN TAKE ON THE BREADTH OF TOPICS THAT CIVICACTION DOES AND DRIVE IMPACT IN ALL OF THEM. THEIR **MODEL IS A GREAT** EXAMPLE OF HOW TO UNLOCK THE POTENTIAL OF OUR PEOPLE, AND IN RETURN, THE POTENTIAL OF OUR REGION.

Daniele Zanotti

President and CEO, United Way Greater Toronto; CivicAction Board Member

ACTION MATTERS



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THERE'S NO SHORTAGE OF GOOD IDEAS - IT'S WHAT YOU DO WITH THEM THAT COUNTS.

Cameron Bailey
Artistic Director and
Co-Head, tiff; CivicAction Board
Member

2019 SUMMIT

95%

of delegates said the day was a good use of their time.

93%

of delegates said they expanded their network.

Approximately

3 OF 4

delegates felt more optimistic about our ability to solve the challenges we face coming out of the day. On April 29, 2019, CivicAction took over the AGO to hold Canvas, our fifth Summit, to collectively paint a different future on five urban issues affecting our region. What better opportunity then for us to hit ctrl+alt+delete, take stock of what's changed in our region and see how to address some of our most pressing issues.

Canvas and the lead up to the day, marked the end of a period that saw nearly 1,200 people from all sectors and backgrounds provide ideas of how we can do things differently, together.

Over the next four years, you'll see CivicAction respond to the five key challenges on Canvas' agenda primed for made-in-GTHA solutions: getting ready for the future of work, tackling housing affordability, preparing for extreme weather, preventing sex trafficking, and unlocking inclusive leadership.

We're moving forward and in October 2019 launched our first action coming out of the Summit around preparing for the future of work.





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 RESULTS.

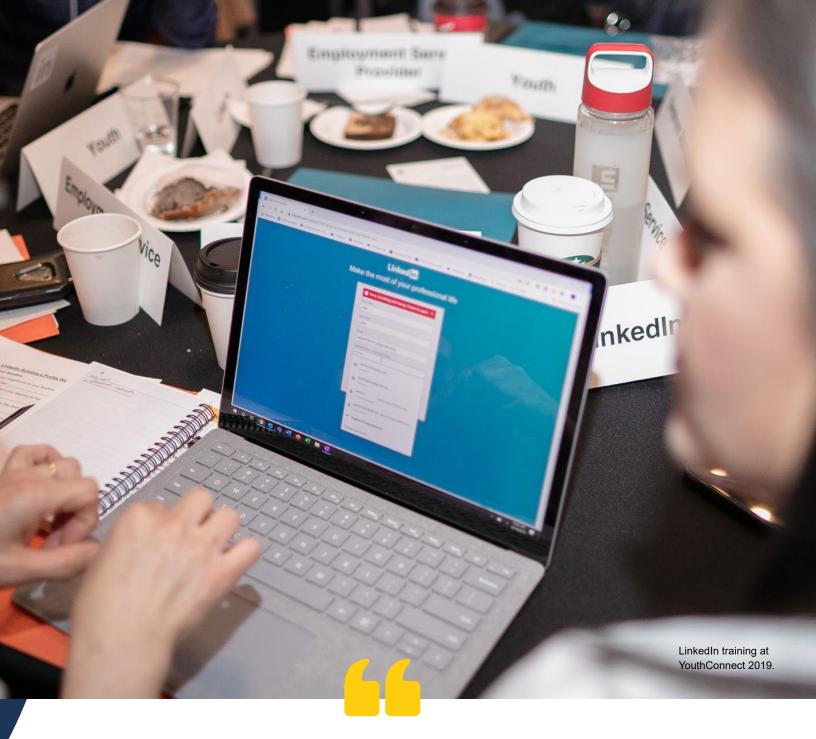
Catherine Pringle

Director of Communications and Public Affairs, Trillium Health Partners; CivicAction Leadership Foundation Board Member

YCUR NEXT BIG HIRE

There are almost **800,000 young people** in Canada aged 15 to 29 who are not connected to employment or a road to get there. At the same time, 70% of employers say their biggest challenge to filling entry-level roles was finding applicants. Despite both supply and demand for young talent, youth and employers aren't always finding each other, especially when it comes to opportunity youth who may currently face additional barriers in their journey to their first job or next opportunity. CivicAction's work in 2019 focused on creating more inclusive and supporitve workplaces.





THE FUTURE OF WORK IS ALREADY HERE.
AUTOMATION, ARTIFICIAL INTELLIGENCE AND
OTHER MAJOR SHIFTS ARE TRANSFORMING,
AND WILL CONTINUE TO SHAPE, THE WORLD OF
WORK. WE NEED TO BUILD A RESILIENT AND
AGILE NEXT GEN WORKFORCE THAT CAN MEET
RAPIDLY CHANGING DEMANDS AND THRIVE IN
THE NEW ECONOMY.

Mark Boyajian

President, CGI Canada, CivicAction Board Member





THERE ARE
ALMOST
800,000
YOUNG PEOPLE
IN CANADA
AGED 15 TO 29
WHO ARE NOT
CONNECTED TO
EMPLOYMENT
OR A ROAD TO
GET THERE.

CIVICACTION'S ESCALATOR

Escalator 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. Escalator has focused on removing the systemic barriers that keep some young people disconnected from financial security.

In response to the ideas that were generated at Canvas around the future of work, CivicAction launched an online curriculum in October as part of YouthConnect that focuses on creating the conditions for youth to thrive in a changing economy and job market.

HIRENEXT

Knowing we need to attack youth unemployment from both sides, CivicAction developed practical tools to help employers make the necessary changes to HR practices to more effectively hire and retain vulnerable youth. To date, over 30 employers have made a public commitment to make their hiring more inclusive to youth and over 250 employers of all sizes and industries have taken our new online assessment and received tailored recommendations on how to create new employment pathways for young people at their organization. CivicAction will continue to influence HR practices through HireNext in the GTHA and across Canada.

YOUTHCONNECT

In 2019, we celebrated YouthConnect's fifth anniversary, reaching more youth and youth workers than ever before with ways to engage online and across the country.

As part of YouthConnect 2019, we aimed to demystify the future of work for young people by creating an online learning environment on LinkedIn Learning to help them build and practice foundational skills like communications and digital literacy, as well as financial literacy, resiliency and building a growth mindset. This flexible, digestible and digital learning environment will be available to up to 3,000 youth and youth workers, tailored to help youth on their way to their first job and the jobs of the future.

To date, more than 840 youth workers have been trained who have the potential to reach 35,500 youth, and 600 youth have attended YouthConnect events. After YouthConnect 2018, more than 90% of youth workers felt better prepared to support youth in connecting with employment. economy and job market. After YouthConnect 2019, 88% of youth workers felt they could better support youth for the future of work.

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/ SoutienBienÊtre, a three-year program designed to help organizations take their first or next step in creating a mental health-supportive workplace. Over 1,400 organizations with the potential to reach over 2.9 million employees across Canada have taken this first-of-its-kind assessment tool and received tailored recommendations to support their organization's mental health journey.

Over the past three years, 72% of respondents to a participant survey said their workplace culture allows them to discuss mental health issues more comfortably, and close to 70% said taking the MindsMatter assessment was helpful in supporting workplace mental health.

In January 2020, CivicAction will hand over the MindsMatter assessment to the Mental Health Commission of Canada to continue to deliver the program on a national level.



FILLING THE LEADERSHIP PIPELINE



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 N.L. Sibay, Managing Partner – Ontario Region, McCarthy Tétrault LLP, CivicAction Leadership Foundation Board Member





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 & opportunities for young, emerging and under-represented leaders in the region.

Find out more at leadership.civicaction.ca.

BUILDING BETTER LEADERS

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

With over 2,000 rising leaders, representing a wide range of ethnocultural backgrounds, communities, and sectors, the ELN hosts free monthly events focused on networking, skill-building and collectively addressing pressing civic issues.

Since launching the Foundation in 2016, membership in the ELN has grown by nearly 46%.





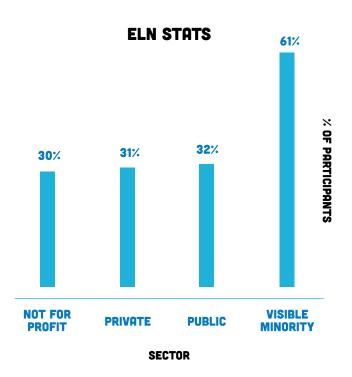
OUR REGION IS FULL OF EMERGING TALENT, READY TO TAKE ON THE CHALLENGES OF TODAY AND TOMORROW. AS THE LEADERS OF TOMORROW, THE ELN DEMONSTRATES A NEW APPROACH TO CITY-BUILDING. ONE THAT PUTS INCLUSION IN THE DRIVER'S SEAT AND CONNECTS DIVERSE THOUGHT, PERSPECTIVES AND EXPERIENCES TO AMPLIFY IMPACT.

Jesse Darling

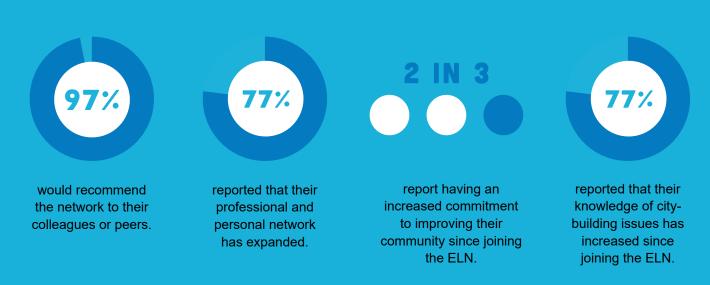
2018-2019 ELN Co-Chair; Organizational Effectiveness Consultant, Slalom

The ELN remains unique in its focus on diversity compared to other professional networks – a fact that's exemplified in the increasingly-diverse makeup of the ELN's membership which has also seen a 20% increase in members who identity as a visible minority since 2016.

In November, CivicAction hosted ELNstudio: Better Leader Bootcamp where over 150 of the best and brightest emerging leaders gathered under one roof. Knowing that the 21st century has been coloured by new trends and rapid change, this year's ELNstudio focused on nextgen leadership, providing rising leaders with high impact workshops to build the leadership skills they need to be successful today AND tomorrow. From sessions focused on empathy and resiliency to effective communications and building bridges – ELNstudio continues to build better leaders!



OF ENGAGED ELN MEMBERS WHO ATTENDED 2 OR MORE EVENTS IN THE PAST YEAR:



EARNING A CIVIC MBA

The GTHA is a one-of-a-kind diverse global hub. With people representing over 200 distinct ethnicities calling the region home, we have the potential to lead the way in building effective, modern, and diverse communities. But we still have significant and growing challenges that need to be addressed and we need leaders who better reflect the communities they serve. We need leaders who lead beyond. We need DiverseCity Fellows.

Each year, the Fellows 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.

Celebrating its 10th birthday this year,
CivicAction's DiverseCity Fellows is an awardwinning leadership experience for diverse rising
leaders from all sectors and communities looking
to drive change. To date, over 250 Fellows have
completed the program. Fellows Alumni now
occupy corner offices across sectors and across
our region and continue to give back to their
communities.



THE DIVERSECITY FELLOWSHIP WAS THE BEST THING I DID ALL YEAR. IT AFFORDED ME THE **OPPORTUNITY TO MEET & CONNECT** IN A MEANINGFUL WAY WITH RISING STARS IN ALL INDUSTRIES. OFTEN THE PRACTICE OF LAW CAN BE **INSULAR AND THE FELLOWSHIP** PROVIDES A RARE OPPORTUNITY TO **GET TO KNOW COOL PEOPLE DOING COOL THINGS OUTSIDE OF LAW. CIVICACTION DEEPLY INVESTS IN** THE FELLOWS AND PROVIDES YOU WITH THE OPPORTUNITY TO HAVE **INTIMATE MEETINGS WITH LEADERS** AT EVERY LEVEL.

Atrisha Lewis
Lawyer, McCarthy Tetrault, 2018
DiverseCity Fellow





THE DIVERSECITY FELLOWS
PROGRAM HAS GRANTED ME
ACCESS TO THE PEOPLE,
THE EXPERIENCES, AND
THE OPPORTUNITIES THAT I
WOULD NOT HAVE OTHERWISE
ENCOUNTERED IN MY OWN
DAY-TO-DAY. THIS ACCESS
HAS MATURED THE LENS WITH
WHICH I APPROACH OUR REGION'S
TOUGHEST PROBLEMS AND
ABOVE ALL, HAS GIVEN ME THE
CONFIDENCE TO TACKLE THEM.

Lana Majid
Senior Associate, BCG, 2018
DiverseCity Fellow, 2016-17 ELN
Executive Committee



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 civic issue in the GTHA;
- Strengthen their understanding of current civic challenges through engagement with the region's top influencers and visionaries; and
- Receive structured mentorship support from a prominent senior-level leader.

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.

93% OF OUR MOST RECENT
COHORT PARTICIPANTS
FELT THEY STRENGTHENED
OR DEVELOPED NEW
LEADERSHIP SKILLS AS A
RESULT OF THE DIVERSECITY
FELLOWS PROGRAM.



THE RELATIONSHIPS I BUILT THROUGH THE FELLOWS PROGRAM WERE LIFE-CHANGING. 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 Board Member and CivicAction Leadership Foundation Board Member; 2018-2018 ELN Co-chair; 2014-2015 DiverseCity Fellow

LEADERSHIP IS COLLECTIVE

OUR DIRECTORS



Chair of CivicAction and Executive Advisor, Future of Work at Deloitte



JAN DE SILVA President and CEO, Toronto Region Board of Trade



MRINALINI MENON

2018-2019 ELN Co-Chair;
2015-2016 DiverseCity
Fellow; Director, Strategic
Partnerships & Academic
Relations, RBC



CAMERON BAILEY

Artistic Director and CoHead, Toronto International
Film Festival



CAM FOWLER President, North
American Personal and
Business Banking, BMO
Financial Group



SALIMA RAWJI •• Vice President, Development, CreateTO



MARK BOYAJIAN President, CGI Canada



TIM HOCKEY

Chair, CivicAction Leadership
Foundation and President
and CEO, TD Ameritrade



MARK SAM Management Consultant, The Boston Consulting Group; 2018-2019 ELN Co-chair; 2014-2015 DiverseCity Fellow



JESSE DARLING ● ● 2018-2019 ELN Co-Chair; Organizational Effectiveness Consultant, Slalom



LISA KIMMEL Chair and CEO, Canada & Latin America, Edelman



BETH WILSON • CEO, Dentons Canada LLP



POONAM SINGH • Managing Partner, Risk Advisory, Deloitte



ROB MACISAAC

President and CEO, Hamilton
Health Sciences



DANIELE ZANOTTI

President and CEO, United
Way Greater Toronto



GODYNE N.L. SIBAY

Managing Partner,
Ontario Region, McCarthy
Tétrault LLP



NAN DASGUPTA Senior Partner and Managing Director, The Boston Consulting Group



JOE NATALE

President and CEO, Rogers
Communications Inc



CATHERINE PRINGLE

Director of Communications,

Trillium Health Partners



HON. DAVID CROMBIE
Former CEO, Canadian
Urban Institute, Former
Mayor, City of Toronto and
CivicAction Honorary Chair

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

TEAM ACTION



ALLISON HUNWICKS Chief of Staff to the CEO



ALIA SCANLON Project Manager



ASAL AFSHARProject Officer,
Escalator



BAREERA SIAL Project Coordinator & Analyst



BROOKE DOWNEYChief of Staff to the CEO



CARITA MARSILI Design & Digital Lead



CHRIS
ADAMS
Chief Financial
Officer

CYNTHIA



ZAKHEMProgram & Events Officer
– CivicAction Leadership
Foundation



EMILY
MININGER
Communications &
Alumni Relations
Coordinator

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



FATIMA HIRSI Project Officer



GREG SAMProgram Manager,
DiverseCity FellowsCivicAction Leadership
Foundation



JEFF JUNKE Senior Manager, Communications & Marketing



JELENA LAZAREVIC Design & Digital Lead



JODIE RAWN
Managing Director
– CivicAction
Leadership
Foundation



KYLE
HAYWARD
Communications &
Marketing Intern



LESLIE DOMENICO Senior Program Manager



LINDA WEICHEL Vice President – Initiatives



MAYA HOKE Project Coordinator



MAGDA HJARTARSON Director – Partnerships & Development



MARIYAM LIGHTWALA Office & Fundraising Coordinator



NEHA BHARGAVA Senior Project Manager



SARAH HARRIS Vice President, Partnerships & Engagement



SEVAUN
PALVETZIAN
Chief Executive
Officer



SEHER SHAFIQ Program Manager – DiverseCity Fellows



TAHER MAHMOOD Bookkeeper



TAMARA BALAN Chief Operating Officer



TROY ELLESTON Project Coordinator



TOOTA
HASSANIEN
Program Manager
- Emerging Leaders
Network

EMERGING LEADERS NETWORK EXECUTIVE COMMITTEE

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.





ALYSSA LAI2018-2019 ELN
Communications Lead;
Project & Communications
Coordinator - Socrates
Project, McMaster University



MERYAM AL-WAADH 2018-2019 ELN Events and Programming Lead; Consultant, Deloitte



LUTRAYA2018-2019 ELN Events and
Programming Lead; Youth
Fundraising Specialist,
Canadian Cancer Society

GERRI NAKIRIGYA



MRINALINI MENON
2018-2019 ELN Co-Chair;
2015-2016 DiverseCity
Fellow; Director, Strategic
Partnerships & Academic
Relations, RBC



JESSE DARLING 2018-2019 ELN Co-Chair; Organizational Effectiveness Consultant, Slalom



SARAH WARDROPE 2018-2019 ELN Events and Programming Lead; Project Manager, Hamilton Health Sciences



MARCHAEL CUNANAN 2018-2019 ELN Events and Programming Lead; Financial Analyst, Pivotal



SEAN MACKAY 2018-2019 ELN Communications Lead; Managing Director, Livabl



MARK SAM
2018-2019 ELN Co-Chair;
Project Leader, The Boston
Consulting Group

IMPACT MULTIPLIERS

Utilizing a mix of low overhead, effective partner engagement, and a team that punches above their weight, CivicAction and the CivicAction Leadership Foundation consistently drive maximum impact.











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:

CITY CHAMPIONS



























CITY BUILDERS























CITY FRIENDS





















THANK YOU TO OUR IN-KIND PARTNERS

Blake, Cassels & Graydon LLP	McCarthy Tétrault LLP
The Boston Consulting Group	NextGenLeaders
Brainrider	Precedent
Canadian Club of Toronto	Ryerson University
Canadian HR Reporter	SteamWhistle
Centre for Social Innovation	The Globe and Mail
Edelman Canada	tiff
Empire Club of Canada	Toronto Star
Excellence Canada	Uber Eats
Goodlife Fitness	Urban Policy Lab, Munk School of
Hamilton Chamber of Commerce	Global Affairs & Public Policy
MaRS Discovery District	Watershed Partners

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

CIVICACTION LEADERSHIP FOUNDATION

LEADERSHIP FOUNDERS

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Ed and Fran Clark

The Peter Gilgan Foundation

Newton Glassman Charitable

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Joe Natale and Melissa Martin

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Cam Fowler

Zabeen Hirji

Jarislowsky Fraser Partners

Foundation

Angela Longo Leadership Fund at

Toronto Foundation

Salima Rawji and Michael Simone

Aaron Regent

Godyne Sibay

TELUS

LEADERSHIP PARTNERS

Leadership Builders

Andy Pringle

Frischkorn Foundation

University of Toronto

Leadership Friends

LinkedIn For Good Fund at the Silicon Valley Community Foundation

Leadership Contributors

Catherine Pringle and Ryan Barnes

City of Toronto

Members of the Emerging Leaders Network and DiverseCity Fellows Alumni

TI OI 1

The Clayton Gyotoku Fund at Toronto Foundation

Stikeman Elliott LLP

LEADERSHIP PATRONS

Helen Burstyn and David Pecaut

KPMG



CivicAction

www.civicaction.ca leadership.civicaction.ca

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