

CivicAction



LEADERS  
LIVE HERE.

IMPACT REPORT 2017

GREAT  
LEADERS  
BUILD  
GREAT  
CITIES.

“

Cities aren't built by engineers, **they are built by those who step up and lead.** But the loudest voices and the established voices shouldn't be the only ones that are heard. CivicAction's unique value is building **inclusive leadership** where everyone has a voice and seat at the civic table.”

**Sevaun Palvetzian**  
CEO, CivicAction



# LEADERS LIVE HERE.

## MESSAGE FROM THE CHAIRS

In 2002, a group of Toronto civic leaders came together to map out a vision for the city and its surrounding region. They saw what lay ahead: a host of **complex urban challenges** that could only be addressed through an all hands on deck approach. Out of this idea, CivicAction and our model of collective leadership was born.

Fast forward to today and we see a world with escalating intolerance and divisive leadership. Now more than ever, **our region—one of the most diverse in the world**—has a responsibility to show what's possible when we work together and **why we lead**. CivicAction sits at the nexus of where the sectors converge and has the unique ability to show the exponential impact that comes when we all row in the same direction.

Our region is known as world-class for many things and our ability to drive change through **collective leadership** is one reason why. From San Sebastian, Spain to Atlanta, Georgia, more and more jurisdictions are seeing the impact of CivicAction's model and wanting to learn more about what collaborative success can look like.

Today, CivicAction's city-building rolodex is **10,000+ people strong** and we intend to continue to leverage our network to make change happen. Recently CivicAction has focused on issues that affect the health of the Greater Toronto and Hamilton Area (GTHA), including some of our youngest residents. We've continued to create impact through the Escalator initiative by connecting youth to employers and opportunities, and we've taken new action on workplace mental health with the launch of MindsMatter. We've also convened cross-sectoral players on child care and infrastructure to ensure we have the right building blocks for our region.

None of this work is possible without a pipeline of diverse, talented and driven leaders from all sectors and backgrounds and CivicAction has been mining, polishing and leveraging this resource longer and

better than anyone else. Leadership is one of our greatest resources, but it needs to be continuously invested in. That's why we bought stock in the form of the CivicAction Leadership Foundation to build the collective leadership capacity of our region. With award-winning programs and unparalleled access to the region's most influential thinkers and doers, the Foundation is the premier destination for diverse, rising civic leaders that will change the face of leadership in our region in the years to come.

As David Pecaute wrote, "we can't rest on the global rankings and other laurels that say we're at the top. City-building is a near constant project that counts on the collective leadership of everyone involved." As the world continues to face significant challenges and barriers to effective leadership, we challenge the GTHA to show the world a model of city-building that's inclusive, collaborative, and meaningful. Why? Because this is where we live.



"Nothing is more satisfying than seeing real change in real time. CivicAction makes collective impact happen on an almost daily basis and it's a thrill to watch happen."

**Rod Phillips**

Former CivicAction  
Board Chair (2014-17)



"World-class cities don't just happen—they require bold ideas and diverse voices working together. Civic leadership has the power to be a force multiplier in our communities and it's our job today to help grow and prepare the leaders of tomorrow."

**Tim Hockey**

President & CEO,  
TD Ameritrade; CivicAction  
Leadership Foundation  
Board Chair; CivicAction  
Board Member

# LEADERSHIP STARTS WITH A VISION.

CivicAction's vision is to create a region where everyone recognizes that they have a role to play in **our collective success** and is taking action (big or small) to shape a better future.

Built on the belief that there is nothing more important to the future of our communities than preparing those who will lead them, the CivicAction Leadership Foundation supports this work by aspiring to unlock and catalyze the **full leadership potential** of our region to build inclusive cities and strong communities.

## WHAT SETS CIVICACTION APART?

- ✓ Multi-sector **convener**
- ✓ Focus on **action**, not chit-chat
- ✓ Engages the grasstops and the grassroots
- ✓ Builds our region's **leadership pipeline**

# OUR MODEL

Multi-sector collaboration & engaging the right mix of senior and emerging leaders.

## THE 4Rs

### RESEARCH

What's the need?

### RELOAD (SUMMIT)

What's the scope of our 4-year focus?

### REFINE

Put a fence around the issue.

### REINFORCE

Bring in partners.



"CivicAction and its one-of-a-kind model has the ability to rally diverse perspectives and experiences around a common goal. It convenes with intention, and that intention is action."

### Peter Sloly

Partner - Risk Advisory, Cyber, National Lead - Security and Justice, Deloitte; CivicAction Board Member



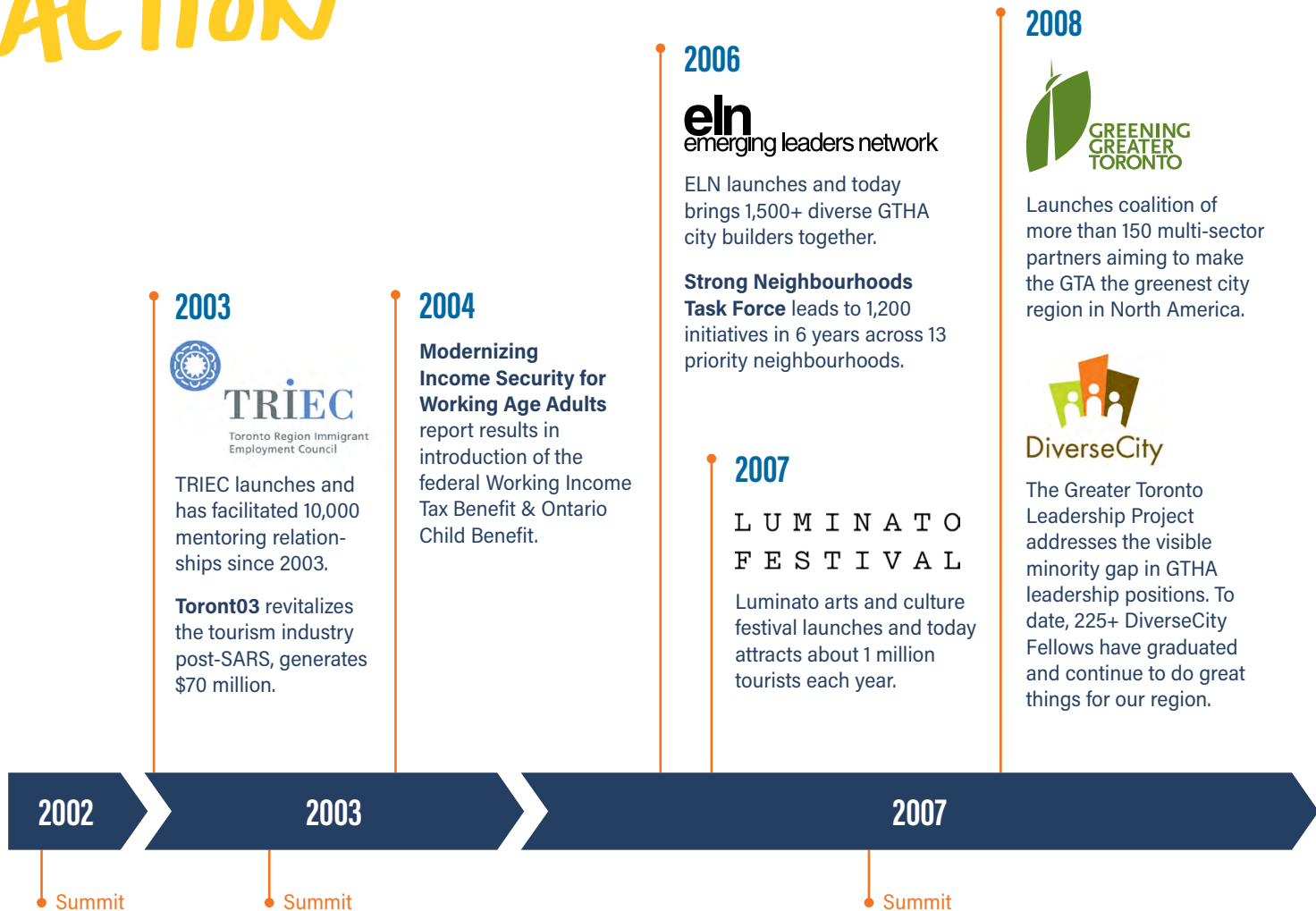
"If breaking bread is the universal connector, CivicAction sets the communal table like no one else. CivicAction's ability to gather people who normally don't work together to come together and agree to do something is truly unique."

### Godyne N.L. Sibay

Managing Partner - Ontario Region, McCarthy Tétrault; CivicAction Leadership Foundation Board Member

# A HISTORY OF COLLECTIVE ACTION

From modernizing income security, to arts and culture through Luminato, to mental health, CivicAction has touched a wide range of issues over the years.





2011



## RACE TO REDUCE

Launches friendly competition engaging 42% of GTA offices and collectively reduces energy consumption by 12.1% between 2011-2014.

2012



Campaign engages thousands of residents and hundreds of elected officials, leading to \$16 billion in dedicated provincial funding for transportation improvements.

2014

## ESCALATOR

**JOBS FOR YOUTH FACING BARRIERS**

Escalator initiative launches, creating mentoring, skills development, and job opportunities for youth through 3 pilots:

## npowercanada

Almost 500 students have graduated from the IT skills training program.

## netWORKS

700+ youth and 250+ mentors have been engaged (led by United Way Toronto & York Region).

## YOUTHCONNECT

**CONNECTING YOUTH TO OPPORTUNITIES**

Over 600+ front-line youth workers with the capacity to reach approximately 25,000 youth, as well as 150 youth and almost 70 employers have been trained on 21st century job search tools.

2016

## MINDSMAITER

Workplace mental health just got easier.

A first of its kind program that helps organizations make the workplace a better resource for employee mental health.

## INFRASTRUCTURE FOR TODAY & TOMORROW

**Ensuring We  
Get It Right**

A collaboration with Deloitte, this report outlines key recommendations to guide the federal government's infrastructure investment strategy.

## CivicAction LEADERSHIP FOUNDATION

Builds on a decade of impact by providing high impact leadership programs that open doors, minds and opportunities for emerging and under-represented leaders in the Greater Toronto & Hamilton Area.

2011

2013

2015

2016

2017

Summit + CivicAction  
expands focus to GTHA

Forum

Summit

# LEADERSHIP IS MORE THAN TALK, IT'S ACTION.

Every four years, CivicAction holds a summit to put its finger on the pulse of our region to set our agenda for the next four years. Out of the summit, CivicAction builds partnerships and takes action through campaigns, programs and organizations that make our region a better place to live.

At our **Better City Bootcamp summit** in 2015, CivicAction put some muscle behind issues that underpin **personal and community health and well-being in the GTHA**. Since the summit, we've been working with our partners to move the needle through creative and collective actions.

## MAKING MINDSMATTER

Harvard University and the World Bank have identified an “unheralded global crisis in mental health.” This was one of the reasons why CivicAction identified mental health as an area of focus—the first time in the organization’s history that we’ve touched a health topic.

In December 2016, CivicAction launched **MindsMatter**—a program to galvanize **all employers to increase mental health awareness/training**, leadership, and organizational support to make our workplaces world-renowned as supportive places for mental well-being.

Take the MindsMatter assessment today at [mindsmatter.civicaction.ca](https://mindsmatter.civicaction.ca) to find out where your organization is at with mental health and get tailored actions and recommended resources to take the next step. The tool is free, confidential, easy to use and takes under three minutes to complete.



“Mental health is an important part of our personal wellness and an integral part of a thriving, healthy economy. CivicAction’s MindsMatter program is making this topic top of mind for employers and giving them a powerful role to play.”

### Cam Fowler

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

**1 in 2**

people in the GTHA  
labour force have  
experienced a  
mental health issue

**\$17 billion**

potential cost of  
inaction on mental  
health over the next  
10 years

**6 in 10**

MindsMatter  
participants  
surveyed said  
mental health  
has become a  
greater priority  
since taking the  
assessment

## COUNTING ON THE “FIRST 1,000 DAYS”

Research shows that the first 1,000 days of a child's life, from pregnancy past the second birthday, have a critical impact on childhood development and their adult life. The first 1,000 days is literally the first coat over our entire life's canvas and if we get it right, those benefits are spread across a child's entire lifetime.

CivicAction, on behalf of the Ministry of Education, led a consultation of employers across Ontario, a group that has been seldom engaged on this issue, to inform the provincial government's Renewed Early Years and Child Care Framework and the implementation of their commitment to fund 100,000 new child care spaces over the next five years.

These employer consultations made it clear that organizations do recognize the significant social and economic benefits that accompany accessible, responsive, and affordable child care. It was also clear that employers can, and are willing to, play a role in transforming Ontario's child care system.

**1 in 5**

children in  
Toronto can be  
accommodated by  
existing licensed  
child care spaces

**30+**

organizations  
engaged by  
CivicAction on what  
employers hope to  
see and are willing  
to do on childcare



“Return on human investment is highest during the early years of someone's life. We also know that access to quality and affordable childcare helps the healthy development of our children and creates more opportunities for parents to return to work. Investing in childcare now means better outcomes for our future and CivicAction has gotten employers to think about their piece of the puzzle.”

### **Nan DasGupta**

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

## STANDING ON A SOLID FOUNDATION

Our infrastructure underpins our cities' resiliency and ability to grow. From the individual homeowner to large scale infrastructure projects, we must consider our future needs.

CivicAction, the Intact Centre on Climate Adaptation and the Insurance Bureau of Canada convened organizations from across sectors in 2017 to discuss strategies to engage and activate homeowners to minimize their vulnerability to flood risk. The resulting report *Blueprints for Action* outlines key collaborations and ideas that can motivate residents to better prepare themselves.

CivicAction, in partnership with Deloitte, also conducted a series of roundtables and interviews with civic and community leaders representing all sectors on how new federal dollars should be spent to maximize impact. The report *Ensuring We Get it Right* is the outcome of this process, and provides a set of recommendations to help guide sound infrastructure investment decisions.

You can read more about our work on infrastructure and find these reports at [civicaaction.ca/infrastructure](https://civicaaction.ca/infrastructure).



"As we continue to grow as a city-region, our infrastructure must adapt to our needs and be responsive to how the environment is changing. CivicAction's work has put a critical spotlight on the need to take a forward thinking approach and build smart as we build up."

### Ken Tanenbaum

Vice-Chairman, Kilmer  
Van Nostrand Co. Limited;  
CivicAction Board Member

**\$1 billion**  
in damages  
caused by flooding  
in Toronto in 2013

**7 of 10**  
Canadian  
homeowners have  
not protected their  
homes from flooding

**\$60 billion**  
in new federal  
infrastructure funding  
over the next 10 years

**100+**  
organizations  
engaged in new  
conversations on the  
future of our region's  
infrastructure

## FILING DOWN THE SPEEDBUMPS FOR YOUTH

In addition to the new issues we've touched through Better City Bootcamp, we have also continued our work on youth unemployment.

CivicAction's **Escalator** initiative aims to increase **jobs and mentorship for Ontario youth facing barriers to employment**. Over the last four years, CivicAction has identified key opportunities for private sector engagement and successfully launched a number of programs that are making a difference in the lives of thousands young people. We are now working with employers to advance more systemic, cultural and long-term change within their workplaces.

**300,000+**

youth in Ontario in limbo—not in education, employment or training

**\$1 million**

cost of just one of these young people remaining disconnected

**400+**

NPower Canada\* graduates, 50% women

**80%**

of NPower Canada graduates enter full-time employment or pursue post-secondary education within 6 months of graduating



Before joining the NPower program, I was struggling financially, working in a customer service job and unable to afford postsecondary studies. Thanks to NPower Canada, I learned a whole new skill set in IT and am now employed full-time at RBC as a Technical Analyst."

**Filsan K.**

NPower Graduate, 2016

\* CivicAction is a founding partner of **NPower Canada** which trains young people facing barriers and matches them with paid internships in the technology sector.

In 2016, CivicAction embarked on a new phase of work to support human resources (HR) leaders to better hire and retain young people. This involved a first-of-its-kind employer self-assessment tool and case studies with organizations like RBC, H&M and Starbucks on new youth-inclusive HR practices that can neutralize excuses and act as a roadmap for other employers.



"By tapping into diverse, young talent our workforce will reflect our communities and ensure no one is left behind. This is about building inclusive prosperity. CivicAction's work on Escalator is helping companies see their role in solving the issue of youth unemployment by building critical new channels between youth and employers."

**Zabeen Hirji**

Former Chief Human Resources Officer, RBC;  
CivicAction Board Member

**700+**  
youth engaged  
in netWORKS\*

**250+**  
mentors  
participating in  
netWORKS

**78%**  
of netWORKS mentees  
are more confident  
in their ability to find  
meaningful employment

**400+**  
front-line youth workers  
trained at YouthConnect\*  
events

\* In partnership with United Way Toronto & York Region and TenThousandCoffees.com, CivicAction launched **netWORKS**—a youth networking and mentoring program that taps into companies and organizations from across the Toronto region.

**YouthConnect** is delivered by the CivicAction Leadership Foundation and LinkedIn Canada in partnership with Ryerson University and the City of Toronto. The event equips attendees with tools and resources to help youth facing barriers to employment leverage their existing experience and skills and start to grow their professional network online.

# BUILDING OUR REGION'S 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 emerging and under-represented leaders in the region.

In the GTHA:

**200+**  
distinct  
ethnicities

**140+**  
languages  
and dialects  
spoken

**50%**  
of residents  
identify as  
racialized

**3.5%**  
of top executives  
identify as racialized  
(only a fraction are  
women)



“

The Emerging Leaders Network has been my conduit to the people, organizations and communities who drive change. It's a network that attracts collaborators—energetic professionals who see the value in collective and inclusive solutions to our region's most pressing challenges. At every ELN event, I learn something new, meet someone different, and leave motivated to do more.”

**Arjun Lombardi-Singh**

Corporate Communications Manager, Personal & Commercial Banking, RBC; 2016–17 ELN Events & Programming Lead



## NETWORKING FOR IMPACT

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

With more than **1,500 rising leaders** representing a wide range of ethno-cultural backgrounds, communities, and sectors, the ELN hosts monthly events focused on networking and skill-building and a high-impact annual conference focused on some of the region's most pressing civic issues. The network also helps members advance civic-focused ideas and has incubated nearly 20 city-building projects since 2006.



"Great cities are the product of its people, the diversity of their individual perspectives, and strong, collaborative leadership. Early in my career as a city-builder, the ELN gave me access to the tools and people that allowed me to see myself as a leader. I am proud that the network continues to connect and activate the leaders of tomorrow today."

### Salima Rawji

Vice President, Development,  
Build Toronto; 2011-13 ELN  
Co-Chair; 2010 DiverseCity  
Fellow; CivicAction Leadership  
Foundation Board Member;  
CivicAction Board Member

**90%**

of members say  
that they got  
valuable leadership  
development  
opportunities

**90%**

of members say  
that the network  
helped them build  
relationships across  
sectors

**70%**

report getting access  
to influencers and  
senior leaders

“Diverse thinking and points of view are so critical in our world today. I truly believe that we need to support and connect rising, diverse leaders to help them grow in their careers and to contribute to their communities in a meaningful way. Programs like DiverseCity Fellows are a shining example of this effort in action.”



**Joe Natale**

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

## CHANGING THE FACE OF LEADERSHIP

CivicAction's **DiverseCity Fellows** is an award-winning fellowship experience for diverse rising leaders looking to get their "civic MBA" and drive change in their communities.

With a focus on inclusive leadership and driving impact, this free year-long program provides 25 civic rock stars with opportunities for personal leadership development while growing a strong network of civic-minded peers across sectors. The program includes personalized growth and development opportunities, 10 skill-building modules led by sector leaders and structured coaching and mentoring with senior leaders. Past participants have noted that the program helped advance their leadership journey while also helping them contribute to their community in a meaningful way.

**225+**

DiverseCity  
Fellows alumni

**100%**

felt the program increased  
their leadership capacity  
and expanded their network

# CELEBRATING CIVIC LEADERSHIP

Started in 2015, **MetroNext** is an annual celebration that shines a spotlight on extraordinary rising and established leaders in the GTHA 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 since the launch of the program include:

## EMERGING LEADER AWARD

2017 Hibaq Gelle

2016 Salima Rawji

2015 Andrew Graham

## LIFETIME ACHIEVEMENT AWARD

2017 Dr. Joseph Wong

2016 Sen. Ratna Omidvar

2015 Hon. David Crombie

“

The DiverseCity Fellows Program inspires deep recognition of one's skills and talents. I have learnt the importance of building connections and networks catalyzing social change and have skilled-up my abilities to bring others along. 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

Manager of Youth Development, City of Toronto;  
2017 CivicAction DiverseCity Fellow



# LEADERSHIP IS COLLECTIVE.

## BOARD MEMBERS



**Cameron Bailey** ●  
Artistic Director, Toronto  
International Film Festival



**Cam Fowler** ●  
President, North American  
Personal & Business Banking,  
BMO Financial Group



**Joe Natale** ●  
President & CEO, Rogers  
Communications Inc.



**Kilian Berz** ●  
Senior Partner and  
Managing Director, The  
Boston Consulting Group



**Zabeen Hirji** ●  
Chair, Escalator initiative



**Catherine Pringle** ●  
Director of Communications,  
Trillium Health Partners



**Hon. David Crombie** ●  
Former CEO, Canadian  
Urban Institute; Former  
Mayor, City of Toronto;  
CivicAction Honorary Chair



**Tim Hockey** ●●  
President & CEO, TD  
Ameritrade; CivicAction  
Leadership Foundation  
Board Chair



**Salima Rawji** ●●  
Vice President,  
Development, Build Toronto;  
2011-13 ELN Co-Chair; 2010  
DiverseCity Fellow



**Nan DasGupta** ●  
Partner & Managing Director,  
The Boston Consulting Group,  
Toronto



**Rob MacIsaac** ●  
President & CEO, Hamilton  
Health Sciences; Interim  
CivicAction Board Chair



**Godyne N.L. Sibay** ●  
Managing Partner - Ontario  
Region, McCarthy Tétrault



**Janet De Silva** ●  
President & CEO, Toronto  
Region Board of Trade



**Elisha Muskat** ●  
Executive Director,  
Peacebuilders International  
(Canada); 2016-17 ELN  
Co-Chair



**Peter Sloly** ●  
Partner - Risk Advisory,  
Cyber, National Lead -  
Security & Justice, Deloitte



**Ken Tanenbaum** ●

Vice-Chairman, Kilmer Van  
Nostrand Co. Limited



**Beth Wilson** ●

CEO, Dentons Canada LLP



**Richard Wiltshire** ●

Regional Sales Manager, Sales Solutions,  
LinkedIn Canada; 2016–17 ELN Co-Chair;  
2011 DiverseCity Fellow



**Daniele Zanotti** ●

President & CEO, United Way  
Toronto & York Region



"We all like to point out what needs to change in our cities. CivicAction does something about it. This is an organization devoted to identifying areas where the city can improve, figuring out how we can contribute, then getting it done. Rinse and repeat. I love that."

**Cameron Bailey**

Artistic Director, Toronto  
International Film Festival;  
CivicAction Board Member

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

## TEAM CIVICACTION



**Chris Adams**  
Chief Financial Officer,  
CivicAction



**Sarah Harris**  
Senior Director - Integrated  
Communications & Public  
Affairs, CivicAction



**Taher Mahmood**  
Bookkeeper,  
CivicAction



**Tamara Balan**  
Project Director - Escalator,  
CivicAction



**Toota Hassanien**  
Program Manager - ELN,  
CivicAction Leadership  
Foundation



**Adri Noronha**  
Initiatives Coordinator -  
Escalator, CivicAction



**Neha Bhargava**  
Project Manager - Escalator,  
CivicAction



**Magda Hjartarson**  
Director - Partnerships &  
Development, CivicAction



**Jodie Rawn**  
Managing Director,  
CivicAction Leadership  
Foundation



**Alexandra Biron**  
Program & Events  
Coordinator, CivicAction  
Leadership Foundation



**Jeff Junke**  
Communications Manager,  
CivicAction



**Sevaun Palvetzian**  
CEO, CivicAction



**Leslie Domenico**  
Senior Program Manager -  
MindsMatter, CivicAction



**Jelena Lazarević**  
Communications Advisor,  
CivicAction



**Seher Shafiq**  
Program Manager -  
DiverseCity Fellows,  
CivicAction Leadership  
Foundation



**Brooke Downey**  
Chief of Staff to the CEO,  
CivicAction



**Sebastian Lewis**  
Project Coordinator -  
Escalator, CivicAction



**Linda Weichel**  
Vice President - Initiatives,  
CivicAction

# EMERGING LEADERS NETWORK EXECUTIVE & VOLUNTEERS

**Sumeeta Kapur**

Chief of Staff, Infrastructure Ontario;  
2017 DiverseCity Fellow; 2016-17 ELN  
Executive Advisor

**Abhishek Sarathy**

Senior Manager, Creative Services,  
Sun Life Financial Canada; 2017 ELN  
Communications Lead

**Imanzi Kayitare**

Senior Advisor, Employment and Social  
Development Canada; 2016-17 ELN  
Events & Programming Lead

**Carley Smith DeBenedictis**

Senior Communications Advisor, Media  
Relations, City of Mississauga; 2016-17 ELN  
Events & Programming Lead

**Arjun Lombardi-Singh**

Corporate Communications Manager,  
Personal & Commercial Banking, RBC;  
2016-17 ELN Events & Programming Lead

**Richard Wiltshire**

Regional Sales Manager, Sales Solutions,  
LinkedIn Canada; 2016-17 ELN Co-Chair;  
2011 DiverseCity Fellow

**Lana Majid**

Senior Public Health Advisor, Ontario  
Ministry of Health and Long-Term Care;  
2016-17 ELN Events & Programming Lead

**Jesse Darling**

Senior Manager, Policy Innovation Platform,  
Brookfield Institute for Innovation  
+ Entrepreneurship; Incoming 2018-19  
ELN Co-Chair

**Matt McNama**

Corporate Communications Manager,  
Tourism Toronto; 2016-17 ELN Events  
& Programming Lead

**Elisha Muskat**

Executive Director, Peacebuilders  
International (Canada); 2016-17 ELN  
Co-Chair

**Mrinalini Menon**

Senior Manager, Strategy & Business  
Architecture, RBC; Incoming 2018-19  
ELN Co-Chair

**Nima Ranawana**

Public Affairs Specialist, Ontario  
Securities Commission; 2016-17 ELN  
Communications Lead

**Mark Sam**

Senior Manager, Accenture;  
Incoming 2018-19 ELN Co-Chair

Thank you to 2016 ELN Membership Leads **Ryan Freeman**, Associate Director of Partnerships at Yelp WiFi, and **Jason Maghanoy**, Director of Sales Strategy and Partnerships at NOW Magazine.

## INCOMING 2018-19 ELN CO-CHAIRS



# IN GREAT COMPANY

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





# CIVICACTION LEADERSHIP FOUNDATION

## LEADERSHIP FOUNDERS (MULTI-YEAR COMMITMENT)

### Legacy Champion

BMO

### Founders Circle

Ed & Fran Clark  
The Peter Gilgan Foundation  
Newton Glassman Charitable Foundation  
Tim & Lana Hockey  
Joe Natale & Melissa Martin

### Founding Members

The Jon & Nancy Love Fund  
at Toronto Foundation  
Metcalf Foundation  
TD

### Founding Friends

Barb Hackett & John Tory  
Manulife  
Oxford Properties Group  
Rod & Lydia Phillips  
Aaron Regent  
Som & Kerry Seif

### Founding Contributors

Aaron Bennett and Karen Chu  
Jarislowsky Fraser Partners Foundation  
Salima Rawji and Michael Simone

## LEADERSHIP PARTNERS

### Leadership Champion

RBC

### Leadership Builders

EY  
Goldman Sachs Canada  
IBM Canada Ltd.  
Andy & Valerie Pringle  
TELUS

### Leadership Friends

Cam Fowler  
LinkedIn Canada & the Silicon Valley  
Foundation  
Provincial Building and Construction  
Trades Council of Ontario  
TorQuest Partners

### Leadership Contributors

Members of the Emerging Leaders  
Network & DiverseCity Fellows Alumni  
Kilmer Van Nostrand Ltd.  
Stikeman Elliott LLP  
City of Toronto

### Leadership Patrons (Long-Time Partners)

BMO  
Helen Burstyn & David Pecaut  
KPMG  
Manulife  
RBC  
TD

## In-Kind Supporters

Allied Reit  
Bespoke AV  
Blake, Cassels & Graydon LLP  
The Boston Consulting Group  
Canadian Club of Toronto  
Canadian Race Relations Foundation  
Centre for Social Innovation  
Canadian Urban Institute  
Empire Club of Canada  
Gowlings WLG  
Hamilton Chamber of Commerce  
Ismaili Centre  
MaRS Discovery District  
McCarthy Tétrault LLP  
NextGenLeaders  
NOW Magazine  
Padulo X  
Spacing  
SteamWhistle  
TorStar Corporation  
Uber  
University of Toronto

If you are interested in supporting our work, please contact us at [info@civicaaction.ca](mailto:info@civicaaction.ca) or 416.309.4480.

# IMPACT MULTIPLIERS

Utilizing a mix of low overhead, effective partner engagement, pro bono support from various partners and a small-but-mighty staff team, CivicAction and the CivicAction Leadership Foundation **consistently punch above our weight** to drive maximum impact.

The information below is derived from the **2017 financial statements** of both organizations as audited by PricewaterhouseCoopers LLP.

**CivicAction**

**\$1,543,318**  
revenues

**\$1,255,689**  
expenses

CivicAction  
**LEADERSHIP**  
FOUNDATION

**\$1,050,989**  
revenues

**\$582,212**  
expenses

“

Toronto's gift to the world could be this  
unique and powerful model of city-building  
that comes from collective leadership.”

**David Pecaut**

Founding CivicAction Chair



BECAUSE  
THIS IS  
WHERE  
WE LIVE.

civicaction.ca  
leadership.civicaction.ca  
@CivicActionGTHA