

DRAWN TOGETHER FOR A PURPOSE.



CivicAction
presents





Letter from the CEO

What a day. Canvas, our 2019 Summit, was not only a huge event itself, but it also marked the end of a period that saw nearly 1,200 of the best civic designers, artists and collaborators from all sectors and backgrounds set a new creative agenda for the Greater Toronto and Hamilton Area (GTHA).

Canvas happened at a time when media headlines are putting our most wicked challenges front and centre, and when trust in governments and traditional institutions continues to shift.

But what's clear is that collective leadership is no longer a nice to have—it's a need to practice.

What better opportunity then for us to hit ctrl+alt+delete, take stock of what's changing in our region and see how to address some of our most pressing issues together. Over the next four years, you'll see CivicAction respond to five key challenges 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.

Altogether, GTHA residents and leaders generated almost 800 ideas for action with three common threads:

Igniting industry interventions

More than ever, multi-sector approaches to address complex challenges need to be front and centre. But participants at Canvas also saw more opportunities for private sector to take a seat at the collective action table. People are increasingly looking to business to take a stand on social and economic issues and there's never been a better or more crucial time to act. A topic like sex trafficking is a prime example because it touches so many areas—from banking to hospitality to digital and telecommunications—and needs private sector champions.

Greater good gear shift

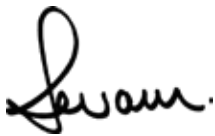
Many participants and attendees saw a need to enact a culture shift among our residents and leaders. In a world that seems increasingly unpredictable, our solutions can't be based in nostalgia—or what we don't want in our backyards. For example, we need to do a better job of communicating why increasing density in some of our neighbourhoods can address housing affordability and bring benefits to long-time residents. To build resilient, supportive cities, we need to see what greater good can come from compromise and innovation.

Policy—not just for wonks

Policy still sets many of the guideposts that we live by and can be a powerful tool if written and updated to reflect our current reality. Good policy can tell us where and how we build more resilient communities. Good policy can prevent basement flooding and help homeowners avoid a \$40,000 repair bill. Good policy can create the conditions for all of us to work together. Developing guidelines and best practices through policy helps us learn key lessons and codify what works.

This report provides a snapshot of the extraordinary impact our region's leaders and residents made through Canvas and its related activities.

But more importantly, this report signals what's ahead for Team Action in these next four years. Now the real work begins.



Sevaun Palvetzian

CEO, CivicAction





"Collective action happens when we create the conditions for it. Canvas was a remarkable moment for diverse leaders and residents from across the GTHA to renew their commitment to a collaborative action plan that will help build a thriving, more prosperous, region."

Zabeen Hirji

Strategic Advisor, Private and Public Sector; Chair, CivicAction





"CivicAction only works because of the strength of its network of force-multipliers—people who bring bold and diverse thinking from their communities.

It's this kind of collaborative civic leadership that catalyzes action and builds world-class regions."

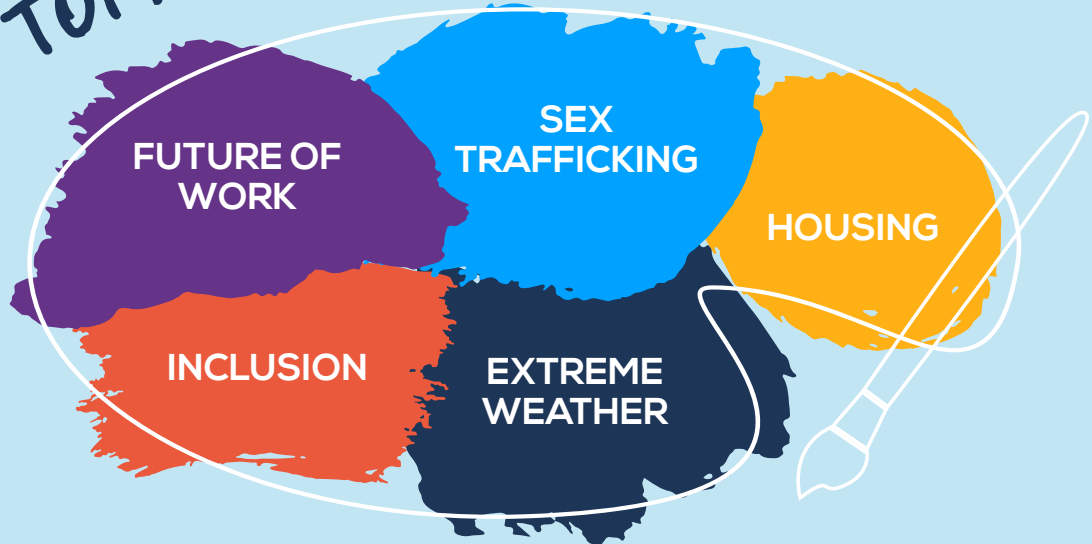
Tim Hockey

President and CEO, TD Ameritrade
Chair, CivicAction Leadership
Foundation



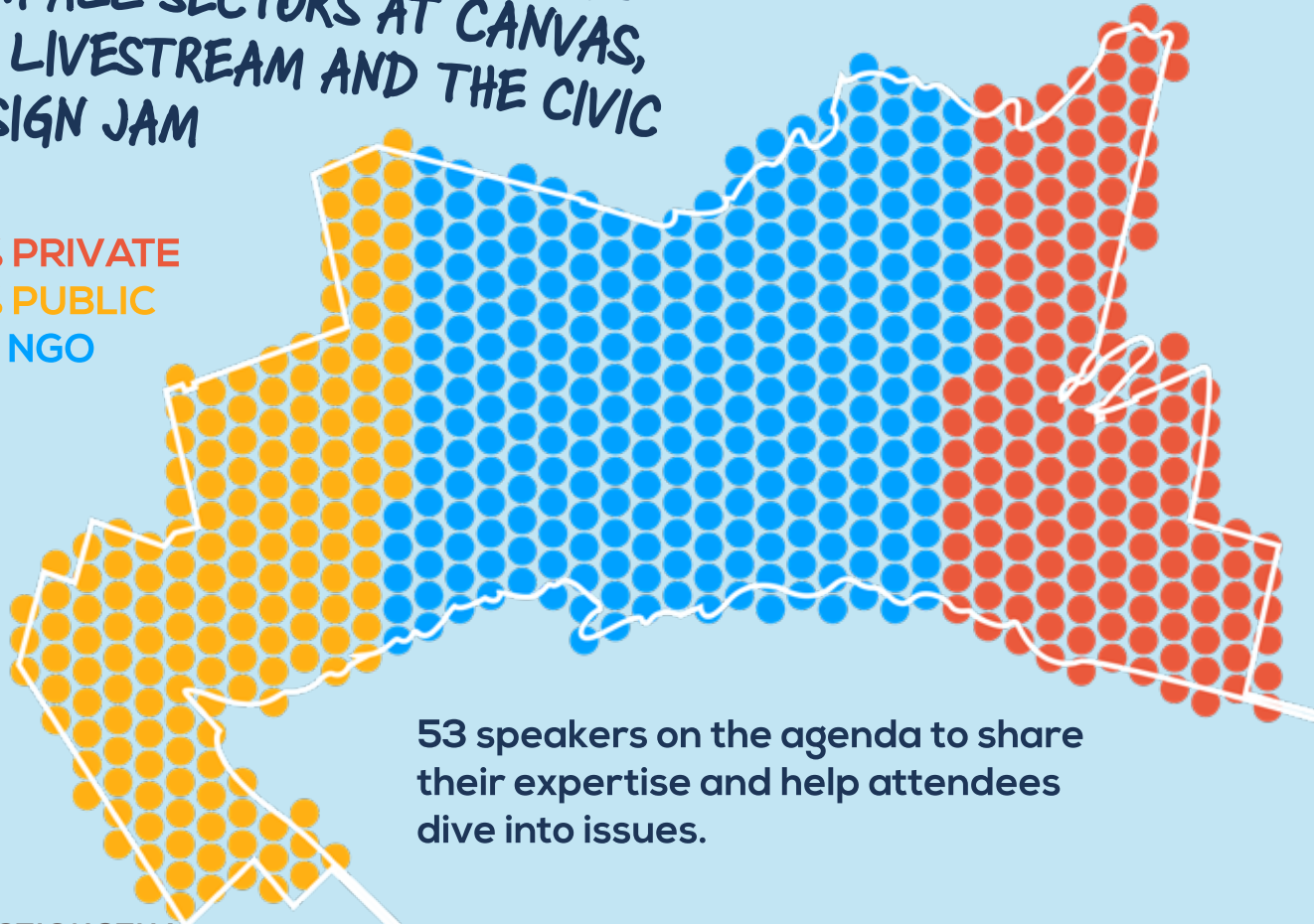
A Full Picture of the Day

5 TOPICS



600+ GTHA LEADERS
FROM ALL SECTORS AT CANVAS,
THE LIVESTREAM AND THE CIVIC
DESIGN JAM

23% PRIVATE
24% PUBLIC
37% NGO



53 speakers on the agenda to share
their expertise and help attendees
dive into issues.

Overall Impact

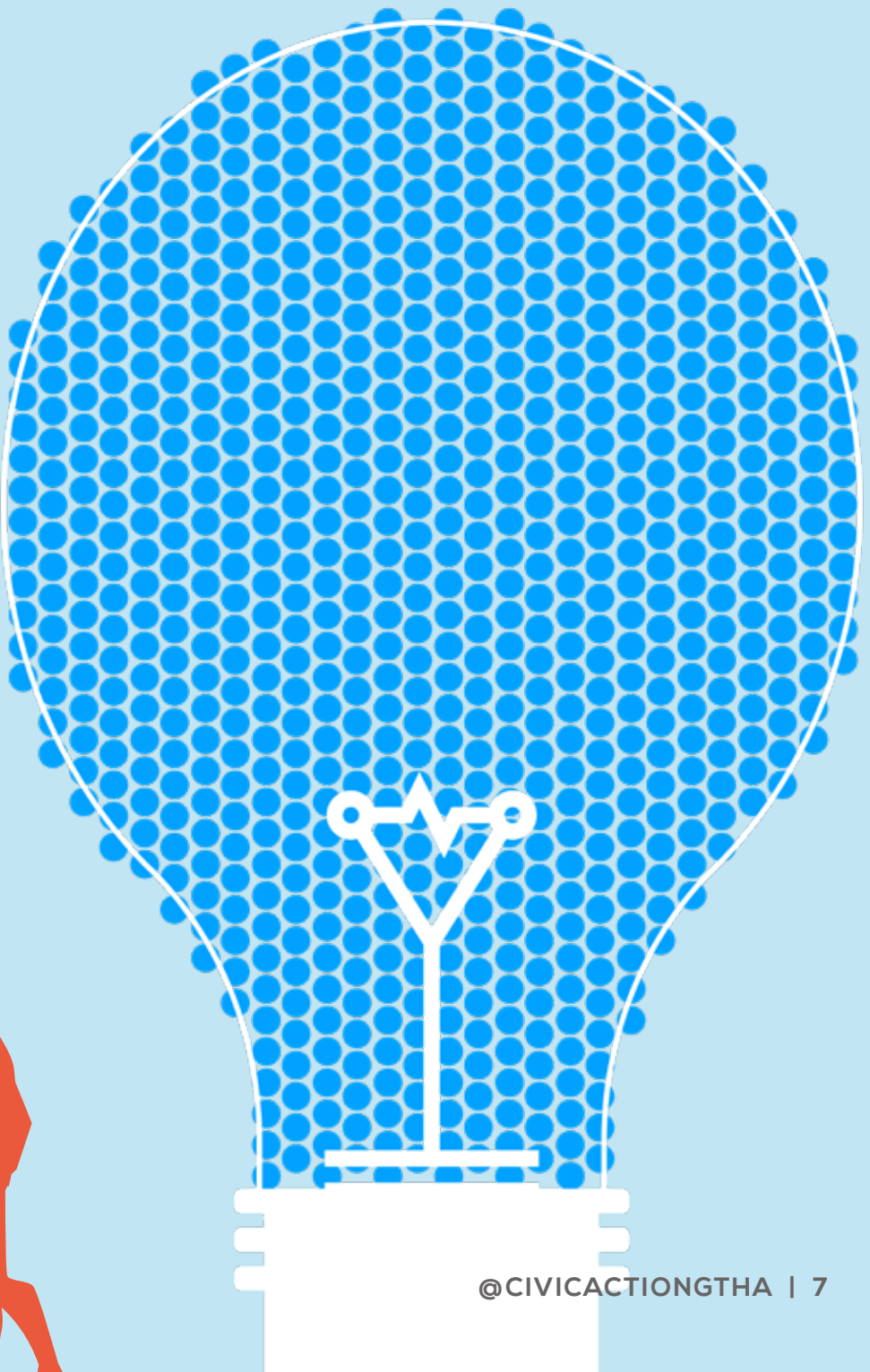
1,175 PEOPLE GAVE IDEAS
ON HOW TO TACKLE THE
ISSUES AT CANVAS AND
IN THE LEAD UP.

800 UNIQUE IDEAS
GENERATED THROUGH
CANVAS, AND RELATED
ACTIVITIES.

93% of delegates
said they expanded
their network.

95% of delegates
said the day was
a good use of their
time.

Approximately 3
of 4 delegates felt
more optimistic
coming out of the
day.



Human, Not Capital

Sex trafficking, when people are tricked or forced into sex work for the financial benefit of others, is underreported and misunderstood in the GTHA. Individuals and organizations in government, non-profit, and corporate sectors are working to stop it. **How might we reinforce these efforts and build new partnerships to improve awareness and prevent sex trafficking in the GTHA?**

Opportunity areas for action focused on making the general public more aware of sex trafficking as an issue in the region and its impacts, as well as education efforts targeting youth and families. Awareness, intervention, and support efforts targeting specific industries were also key themes.

Suggested Actions Included:

Create a public sex trafficking awareness campaign to educate residents on the signs of trafficking.

Create a targeted sex trafficking awareness campaign for schools to reach students and parents, including a focus on educating boys and young men, awareness of how apps can be used, dating/ consent, peer-to-peer mentoring and coaching, and parent information nights.

Support the fight against pornography, a driver of sex trafficking.

Build a coalition of stakeholders in one or more industries that sex trafficking touches to co-create a series of preventative actions.

Create a certification program for hotels communicating their commitment to training their front-line staff.

Create framework/mechanisms to encourage accountability by social media platforms.

Provide entry-level job opportunities for sex trafficking survivors.



Reframing How and Where We Live

The housing affordability crisis threatens our quality of life. As the region's rental vacancy rates hit new lows and the cost of housing rises, increasing residential density can help house a growing urban population. **How might we create the conditions to broaden housing options, including increasing density within existing neighbourhoods?**

Opportunity areas for action spanned a variety of topics reflecting the complexity of this issue. Tackling housing affordability through awareness campaigns and research, combatting NIMBYism, modelling innovation of built space and financing models, and rethinking how we resource, regulate, zone, and plan were all identified as levers to help address the housing crisis facing the region.



Suggested Actions Included:

Address NIMBYism through education and engagement with homeowners in densifying neighbourhoods.

Host community forums to build relationships and empathy between community members from diverse backgrounds to curb NIMBYism.

Create a coalition of stakeholders to model innovation and remove barriers to emerging housing forms that gently densify neighbourhoods, such as co-housing and shared equity ownership.

Develop a campaign to increase support for development in low-density suburban neighbourhoods with existing transit options.

Repair housing units before building more. Develop financing models to support housing unit repairs.

Four-way partnerships (community, public, private and academic) as a means to secure community housing investment.

Create mini-downtown housing hubs across the GTHA.

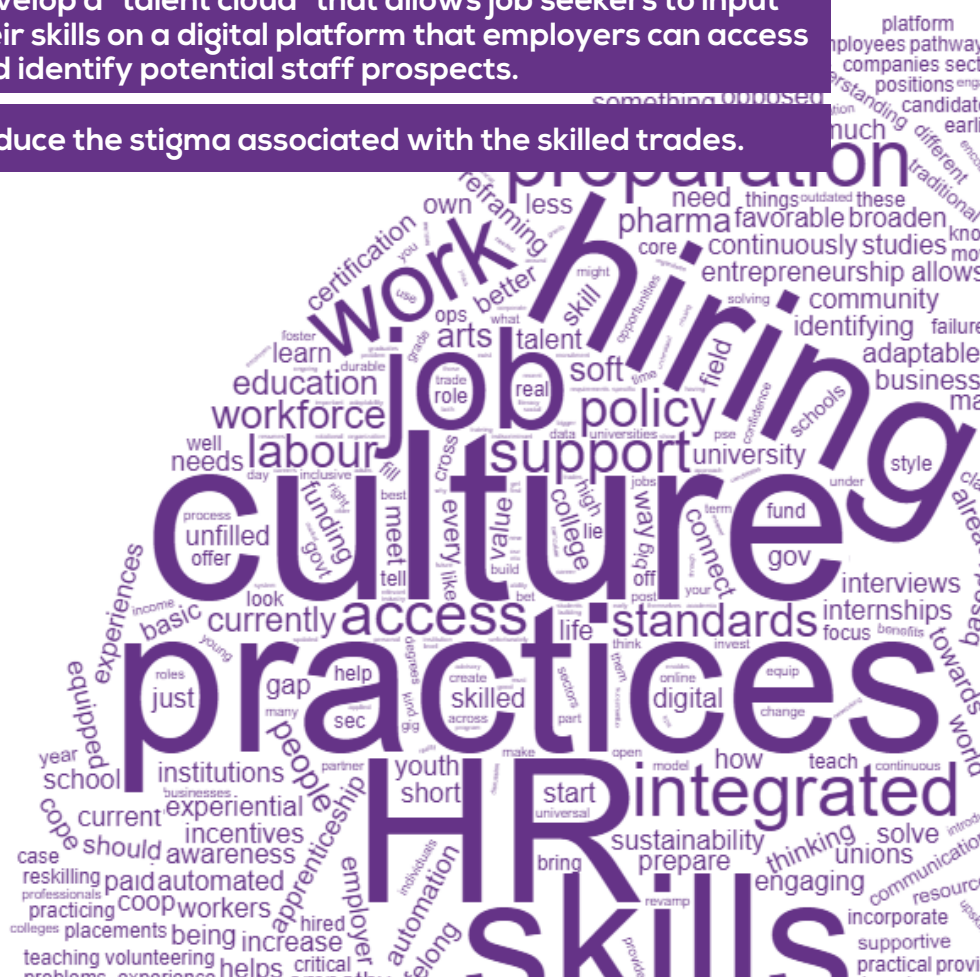
Opportunity areas for action highlighted the need for collaboration and planning at the sector-level, across post-secondary institutions, and by employers. Additional opportunities ranged from raising the profile of the skilled trades to using technology to more easily let job seekers put their best “skills” forward.

Create councils for highly impacted sectors to collectively assess and plan for labour market change.

More intentionally mentor young people as they move through their work history.

Make the case for employers to make long-term investments in programs that address the barriers that many youth face: a lack of experience, a lack of relevant skills, and a lack of professional networks.

Reduce the stigma associated with the skilled trades.



Opportunity areas for action included evolved practices and policies across HR functions, the introduction of measurement and benchmarking, and more intentionally exploring barriers to advancement for specific communities. The power of mentoring was a strong theme, as was the idea of “reverse mentoring”.

Develop and promote a set of best practices and policies for inclusion in how companies recruit, hire, and support employees to reach senior level roles.

Improve data collection on workplace diversity and inclusion. Encourage companies to include diversity and inclusion metrics in C-suite performance assessments.

Implement a formal feedback process for when people are turned down for roles they apply to.

Develop creative interview techniques that removes unconscious biases. Eg: Blindfolded interviewing.

Identify barriers keeping women (and others) from advancing from mid-management positions (as this is where many tend to get stuck).

Develop mentoring programs that engage people with strong mentoring skills (not just people who are senior).

Create opportunities for members of under-represented groups to share stories and feedback with senior leadership through reverse mentorship.



Opportunity areas for action focused on increasing awareness of extreme weather, the risk to residents, communities, and businesses, and the tools and resources available. Additional opportunities to increase resiliency included action by industries that touch the home owner, such as contractors, or insurance. Green infrastructure was also highlighted as a means to increase the region's resiliency.

Consider green infrastructure as critical infrastructure.

Create resilience training for professions that touch the homeowner. Eg. Contractors.

Reduce home insurance premiums and property taxes for residents and buildings with flood protection and resilient measures.

Create incentives for developers to build resiliency into their projects. Eg. Introduce a flood resistant certification for developments.

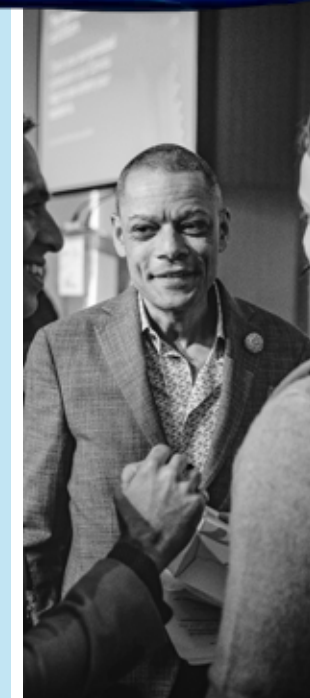


Next Steps

So what can you expect from CivicAction? We're moving forward by gathering passionate people to help us dig into your ideas and identify the roles we can all play in tackling our five Canvas topics.

This fall, we'll be announcing our first action on these issues and the ways we'll be working to build a better place to live for all.

Stay engaged in the conversation by **subscribing to our newsletter**, following us on social media, and connecting with us at **www.civicaaction.ca**.



Thank You

Thank you to our Canvas, Summit 2019 Partners

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READY
COMMITMENT

Champions



Leaders



LiUNA!



Friends



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Love Your City



In-Kind Partners



Public



Thanks to CivicAction's Canvas Patrons who are championing the issues on our agenda and the role business and civic leaders can play in tackling them.

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SVP, Enterprise Marketing and Base Management, Rogers Communications Inc.

Ryan Ernst

Partner, Consulting, Deloitte

Diane Flanagan

VP, Corporate Affairs and Communications, Intact Financial Corporation

Anna Iacobelli

SVP, Metro West Region, TD Canada Trust

Rebecca Louzado

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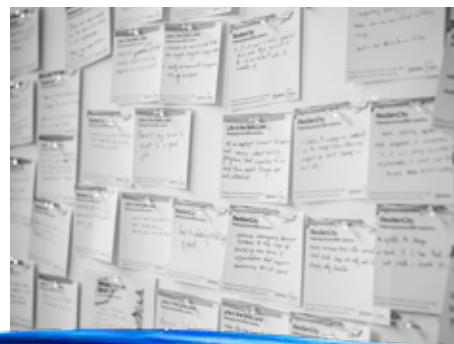
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Find out more about
CivicAction and our work at
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See what happened at
Canvas by looking up
#CanvasGTHA on social
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