

**FELLOW PROJECT:**  
**Diversity and Inclusion Board Recruitment Policy for**  
**The Living City Foundation**

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**PROJECT DESCRIPTION:**

The project is to support the development of a Board Recruitment Policy that addresses and incorporates Diversity and Inclusion elements for The Living City Foundation. The policy will also address board engagement through the theme of diversity and inclusion within the organization as well as the many communities The Living City Foundation secures funding.

Although The Living City Foundation works very closely with Toronto and Region Conservation (TRCA), the policy is being customized for the Foundation's Board. Nature conservation is essentially a global issue shared by everyone in society. As the fundraising arm of a nature conservation organization in Toronto, one of the most diverse cities in the world, it is crucial for The Living City Foundation to have a governing body that reflects the communities they serve. More importantly, in order to attract and recruit diverse individuals and turn them into champions, we must provide an engaging and respectful place for them to share their ideas.

**ORGANIZATION BACKGROUND:**

The Living City Foundation is the fundraising and charitable arm of Toronto and Region Conservation (TRCA). The Foundation exists to connect, engage, and inspire people and organizations to donate to support TRCA's Living City vision where human settlement can flourish forever as part of nature's beauty and diversity.

Established in 1961, the Foundation is governed by an independent volunteer board of directors and has raised millions of dollars over the years. Key TRCA programs funded by donors through the Foundation include: outdoor education, habitat restoration, ecological monitoring, community engagement, trail development,

recreational park development and other key environmental projects within the Greater Toronto Area.

## **PROJECT OVERVIEW:**

For many charities, Diversity and Inclusion really revolves around how they can strategically raise money from other diverse communities. However, we believe that Diversity and Inclusion for any organization should always begin from within with their highest level of leadership. Our goal is simple: to present to the current Board of Directors that Diversity and Inclusion initiatives is truly beneficial to the future growth of the organization. As Toronto's demographics continue to evolve, more and more diverse communities will spring up and it is important for The Foundation to have plans in place to strategically gain their support in the constant battle to balance nature and urbanization.

In May, AFP (Association of Fundraising Professionals) hosted the Charitable Soul of York Region Conference to address and discuss Diversity and Inclusion in York Region. Panel host Hamlin Grange gave three main reasons as to why organizations would implement Diversity and Inclusion into their operation strategy, an A, B, and C. A is Appeasement; in which an organization is going through a PR or legal backlash and are forced to adopt Diversity and Inclusion. B stands for Business Plan; for when an organization wants to engage a previously unapproached diverse market for profit. And lastly C for Core Values; which occurs when an organization truly embraces Diversity and Inclusion as a key element that defines what the organization's mission and values. The most important thing is it doesn't matter if an organization decides to incorporate Diversity and Inclusion due to appeasement or business plan, as long as they eventually become an organization's core values.

At the current time, we believe that business plan is our reason for implementation. It is the foundation's responsibilities to identify, engage, and fundraise with the local diverse communities and an updated Board Recruitment Policy focusing on Diversity and Inclusion will be the first step. Through the support of The Living City Foundation's Executive Director (ED), we have developed a strategy to begin the implementation of Diversity and Inclusion.

## **Board Member Survey:**

As we have stated before, in order to ensure that the Diversity and Inclusion initiative is successful, we have to make sure we have buy in from foundation leadership. As

external individuals, it is important for us to explain to the Board that we are not trying to force Diversity and Inclusion into their organization. The purpose of the survey is twofold; asking current Board members to self identify which demographics they may belong to and to explain to them what we are trying to accomplish.

As part of our preliminary research, we developed an 8 question survey asking participating Board members to answer demographical questions such as ethnicity and cultural background, where they live including region and township (e.g. City, suburbs or rural), profession and personal wealth, level of engagement in their own community. The majority of demographic questions are focused on ethnicity and general social demographics as we believe those communities would be most receptive to the foundation's mission of nature conservation.

We also wanted to gage their current involvement with diversity and inclusion so we also included questions such as what diversity and inclusion means to them, if they actively attend cultural or local events, what are some diversity categories that are important to them, their willingness to supporting a Diversity and Inclusion initiative, and if they have any questions or concerns about this project. Continuing our process of being open to the Board members, we also included a purpose section to summarize the project. An excerpt from the intro is below:

*“Nature Conservation is essentially a global and human issue, therefore everyone who lives in Toronto and the surround regions should be concerned about the wellbeing of our natural spaces. However, although there are many communities that share our values, we rarely have the opportunity to hear their voices. As the governing body and a representation of our stakeholders, it is important for us to understand who YOU are, what are your diverse qualities and how you reflect the communities you live, work, and play within.*

*As part of your roles as Directors of this organization, your contribution to the recruitment process of future directors and volunteers is essential to the sustained growth of the work the Foundation and TRCA. This survey is the first step for us to work together to create a new policy around how we engage, steward, and recruit new potential volunteers and directors from the diverse communities around us. Diversity is the ingredient and inclusion is the mixer that will make allow us to build stronger relationships with these diverse communities. We want to find the communities that share our vision of nature conservation, and inspire them to give their voice and support to this cause.”*

We want to reinforce to the Board that we are not trying to enforce a quota for diversity, but to work together to ensure that in the future the Living City Foundation will have the tools they will need to incorporate Diversity and Inclusion into their cores and values. The current responsibilities of Board members includes the supporting of prospective and incoming board members/volunteers. We built upon the current roles and responsibilities of the Board to ensure that Diversity and Inclusion is part of the recruitment process for all volunteers. By asking them for commitment and to raise questions, we are strategically changing their minds to have them feel that this initiative is theirs and they are the ones driving the foundation forward.

At the time of this project's submission (May 31, 2016), we have not been able to analyze the results from the Board survey. However, based on the results the Board and the Foundation can plan which diverse communities they can approach first. This will be determined by the connections and relationships each Board member has with their local diverse communities. Identifying champions for the foundation to engage through customized cultivation strategies with the end goal of inviting them to the Board.

#### **Environics and Market Segmentation:**

Besides the survey, we also utilized the Environics service to help create a segmentation map based on where the Board Member's' home address. Environics provides a market segmentation service to create a demographic summary of the typical individual that live in those locations. Environics' research divided the Foundation's Board of Directors into 9 segments based on their location. The segments is a very broad summary of how the average inhabitants in that area live based on their income, value of their homes, the types of communities living in that area, their spending & lifestyle habits, age, etc. These segments may not necessarily match the profiles of our Board members, but they give us a representation of their neighbourhoods.

The Board segments are:



- 3 - Arts and Affluence (3 in Toronto)
  - 5 - Asian Sophisticates (4: 1 in Toronto, 2 in Vaughan, 1 in Markham)
  - 6 - Kids and Careers (1 in Newmarket)
  - 8 - Boomerang City (1 in Toronto)
  - 9 - Satellite Burbs (1 in Caledon)
  - 11 - Urban Digerati (1 in Toronto)
  - 12 - Street Scenes (1 in Toronto)
  - 18 - Management Material (1 in Pickering)
  - UN - Unknown (2: 1 in Toronto, 1 in Vaughan)
- Note:** Please see Appendix A for a summary of each segment.

Along with the Board survey results, we can further use the segment results to help the Foundation better identify the most likely diverse communities to find potential champions.

### **Diversity in the Nonprofit Sector and Conservation Sector**

As part of the Diversity and Inclusion Fellowship, we were asked to present at the AFP Charitable Soul of York Region Conference to share some of our findings for this project. Taking this opportunity, we shared some research about the current trends on diversity in the philanthropic world of nature conservation. Nature conservation is a global concern, and should be supported by everyone in the community. Yet the reality is most nature conservancy supporters are baby boomers who are predominantly white. This doesn't mean other diverse communities don't care about nature conservation; they just have different opinions on nature conservation. A 2015 outdoor participation report by Outdoor Foundation found that in 2014 73% of Americans who participated in outdoor activities were white. Even though this report is American, the results are applicable to Canada.

This is an issue in every charity, but it is particularly interesting in the case of nature conservation organizations like the Living City Foundation and TRCA. TRCA's mission is to promote the GTA public to participate in outdoor activities and to conserve green spaces within the city and other urban centres. Diverse communities, such as other cultural communities or the younger generation, may not necessarily utilize a lot of the green spaces available. Therefore they may not fall into the groups that respond positively to TRCA's mission. This doesn't mean diverse communities are not concerned with nature conservation, it is just that they have other concerns and needs that align with the views of their community. For example, individuals from the Indian community may not necessarily support forest conservation because they do not go camping. However, due to the culture back home they are very concerned about water conservation and renewable energy. Once we have established a strong Board presence that is reflective of the diverse communities served by the organization, changes will come through diversifying of internal staff, developing programs to encourage diverse community members to participate in outdoor programs and educating them about the importance of nature conservation.

**Note:** For the full article, please see Appendix B

## **Implementation - Developing a Diversity and Inclusion Policy**

Before we start implementing a policy surrounding diversity, there are a number of protocols we must first establish. The first is that we as a foundation must be authentic regarding our fundraising activities with diverse communities. We must be doing it for the right reasons. Secondly, we must understand that diversity is multifaceted and diversity can exist within diversity. This means that a diverse community is not a single entity, and individuals can identify with cross cultures/diverse criterias. When approaching individuals to volunteer or support the foundation, we must understand who they are and value their proposition. We must build relationships not around money, but with authenticity - this means Board members and staff must also show up at their events and gain visibility in their communities.

One of the main reasons why Diversity and Inclusion initiatives regarding boards and committees fail is because organizations are focused on filling a quota to build representation. When the board has one diverse member, the individual tends to feel socially isolated as they are unable to give their opinions. They usually don't tend to stay and leave the board after their term is over. However, when you have 2 diverse members, instead of the two members teaming up the result is usually one member siding with the majority of the group in order to avoid being the social outcast. It seems the ideal number is 3, as at that point the diverse members will start to work together to and push forward their ideas and needs.

Lastly, at the end of the day this project is only providing preliminary data for developing a strategy. Once the first diverse communities have been identified and Board members are ready to reach out to those communities, we will have to disregard everything about demographics. At the end of the day, you are engaging an individual with their own motivators to come and support the Living City Foundation and TRCA. Focus on understanding their values, interests, and personal motivators and identify their values that alignments with the foundation. Get to know the individual and their community with respect and curiosity. Know that this is a long process, and the benefits may not be felt until years down the road.

## **Appendix A - Environics Segment Definitions**

### **3 - Arts and Affluence (3 in Toronto)**

- Wealthy, established urban families and couples
- Educated, wealthy, overwhelmingly urban
- Concentrated in Toronto/Montreal, mix of larger families and older couples and singles
- Segment is more than a 3rd Jewish, consists of first and second generation Canadian Jews
- Live in elegant homes, semi-detached houses and condos
- Exhibit cultural sensibility, attend nearly all forms of art and performances
- Average income of \$170,000, well travelled, success through education and professional achievement, fiscally conservative and invest in bonds, GIC and mutual funds at high rates

### **5 - Asian Sophisticates (1 in Toronto, 2 in Vaughan, 1 in Markham)**

- Upscale, urban Asian families
- Most affluent of the Asian-dominated lifestyles
- Educated middle-aged and older families, 3rd of them are Asian, almost half came to Canada in 1980's & 1990's
- 3 times as many multi-generation families, filled with teenagers and 20 something children
- Incomes average \$130,000, enjoys active lifestyles, mostly university educated, determine to see their children succeed by signing up for private schools, extracurricular activities and oxford learning centres

### **6 - Kids and Careers (1 in Newmarket)**

- Large, well-off, middle-aged families
- Parents middle-aged, children between 10-25, 85% live in single family homes
- ¼ contains older immigrants who have achieved success and moved to suburbs
- Average income \$160,000, lead flourishing lifestyles, belong to golf and fitness clubs, shopping at upscale malls, high rates for playing team sports e.g. Hockey
- In asset accumulating phase of financial life, invest in stocks and mutual funds, investing and banking online

### **8 - Boomerang City (1 in Toronto)**

- Upscale, multi-generation urban households
- Reflect recent trend of older children still living at home, middle aged families and older couples aging in place in urban households
- ⅓ of children at home over 20, nearly all live in single detached homes
- Adults tend to be baby boomers, 40% university educated, well paying jobs in science, education, government, and the arts



- Maintain active social lives, health conscious, and may enjoy youth centered events due to large number of young adults returning to live in childhood homes

### **9 - Satellite Burbs (1 in Caledon)**

- Older, upscale exurban couples and families
- One of wealthiest exurban lifestyles, mix of middle aged families and older couples living in satellite communities
- ¼ have university degrees and ¼ have high school diplomas
- Average income of \$140,000 from wide variety of jobs
- In between city centres and rural settings, like a mix of outdoors and community activities with higher rate of camping, but not entirely into roughing it

### **11 - Urban Digerati (1 in Toronto)**

- Younger, well educated city singles
- A collection of younger, tech-savvy singles concentrated in downtown apartments
- Reflect increasing urbanization of Canada and growth of high rise neighbourhoods
- Middle income, highly educated and culturally diverse, filled with recently build high rise apartments and condos near fitness clubs, clothing boutiques, and all types of bars
- Have yet to start families, have the disposable income to pursue active social lives
- Globally conscious consumers who support the arts and actively involved with their communities

### **12 - Street Scenes (1 in Toronto)**

- Younger, upper-middle-income singles and families
- Attracts younger singles and families to well-kept streets with their aging homes, duplexes, and semi-attached homes
- Well educated, with white collar jobs and active leisure lives
- Above average income with above average spending power due to many families being childless
- Many engage athletic activities and frequent sporting goods stores and athletic wear
- Big fans of professional sports, score high for value of ostentatious consumption

### **18 - Management Material (1 in Pickering)**

- Younger, upper-middle-income suburbanites
- Mostly young adults drawn to downtown action, twenty - thirty somethings who have opted for suburbia's less pricy and more spacious homes
- Mix of couples and families who have transformed college or university educations into good jobs in management, business, IT, and sciences
- Found mainly in fringes of surrounding big cities, settled into a mix of row houses and low-rise apartments
- Average income above \$110,000, afford comfortable lifestyles though hardly extravagant
- Fans of popular culture, keep up trends by going to wide range of exhibitions including those that feature boats, pets, and even fan focused events like ComicCon

UN - Unknown (1 in Toronto, 1 in Vaughan)

## Appendix B - Sources

*“US national parks are used mostly by older white people. Here’s why that needs to change.”* By Lornet Turnbull, published in Yes! Magazine

<http://www.pri.org/stories/2016-04-26/us-national-parks-are-used-mostly-older-white-people-her-e-s-why-needs-change>