

Toronto Community Housing



## Equity, Diversity, and Inclusion Strategy – 2022 Annual Report

Item 9

January 30, 2023

Governance, Communications and Human Resources Committee

**Report:** GCHRC:2023-09

**To:** Governance, Communications and Human Resources Committee (“GCHRC”)

**From:** Chief People and Culture Officer

**Date:** January 18, 2023

### PURPOSE:

The purpose of this report is to provide an update on the implementation of Toronto Community Housing Corporation’s (“TCHC”) Equity, Diversity, and Inclusion Strategy (“EDI Strategy”) and the progress achieved throughout the 2022 calendar year. It will provide insights into the actions that have been taken, milestone projects, and anticipated next steps for 2023.

### RECOMMENDATIONS:

It is recommended that the Governance, Communications and Human Resources Committee receive the Equity, Diversity, and Inclusion Strategy’s 2022 Annual Report as outlined in Attachment 1.

### REASONS FOR RECOMMENDATIONS:

Toronto Community Housing Corporation’s EDI Strategy is a corporate-wide framework to assist in understanding and addressing the unique and diverse needs of Toronto Community Housing’s workforce and its communities, and embed equity, diversity and inclusion in the culture, policies and practices of the organization. It was endorsed by the GCHRC in May 2022 and the Board of Directors in June 2022.

As outlined in Attachment 1, this progress report demonstrates the work that has been completed in 2022 related to equity, diversity, and inclusion. The actions listed are part of “Phase One: Internal Strengthening of Equity, Diversity, and Inclusion”. Future progress reports will demonstrate how we are building on this foundation with further actions and outcomes.

This progress report highlights the metrics and measurements through the Maturity Model of the Global Diversity, Equity, and Inclusion Benchmarks. These areas are supported through efforts within all TCHC divisions.

### **IMPLICATIONS AND RISKS**

Advancing the EDI Strategy and realizing a truly diverse and inclusive culture is a key priority for the organization as we strive to better equip TCHC to meet the diverse needs of our organization. Successful outcomes are dependent upon an ongoing investment in education and learning, and a sustained commitment of staff time and resources to embed changes in how we deliver programs and services throughout the organization, will inspire confidence and build trust with both our workforce and tenants.

### **SIGNATURE:**

*“Barbara Shulman”*

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Barbara Shulman  
Chief People and Culture Officer

### **ATTACHMENT:**

1. Equity, Diversity, and Inclusion Strategy – 2022 Annual Progress Report

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# **Equity, Diversity and Inclusion Strategy**

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## 2022 Annual Progress Report



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## Introduction

Toronto Community Housing Corporation's Equity, Diversity, and Inclusion Strategy (EDI Strategy) is a corporate wide framework to assist in understanding and addressing the unique and diverse needs of tenants and staff at Toronto Community Housing and to embed equity, diversity and inclusion in the culture and practices of the organization.

This progress report demonstrates the work that has been completed in 2022 related to equity, diversity, and inclusion. The actions listed below are part of "Phase One: Internal Strengthening of Equity, Diversity, and Inclusion" of the EDI Strategy. Future progress reports will incorporate additional actions and updates.

In this progress report, we highlight the metrics and measurements through the Maturity Model of the Global Diversity, Equity, and Inclusion Benchmarks. These areas are supported through efforts made across all divisions.

If you require an accessible version of this document, please contact Jamie Kramer, Senior Consultant, Diversity & Inclusion, at [diversity@torontohousing.ca](mailto:diversity@torontohousing.ca).

## Highlight of key accomplishments

- Toronto Community Housing's first Diversity Census and Inclusion Survey closed on January 31<sup>st</sup>, 2022.
  - There was a 50% response rate from TCHC employees, who submitted more than 1,000 responses from across TCHC.
  - A video version of the results presentation is included on the inHouse page for Equity, Diversity, and Inclusion for all staff to watch.
  - Survey results were presented to the Governance, Communications, and Human Resources Committee at the end of May 2022 and to the Board of Directors at the end of June 2022 as part of the EDI Strategy presentation.



- Communications around Equity, Diversity, and Inclusion, particularly the results of the survey and the EDI Strategy, have been promoted internally through an inHouse page and a dedicated EDI section within the Human Resources Weekly Newsletter.
- A solidarity statement was developed and sent to all staff in collaboration with the Centre about the importance of the EDI work being done and how it aligns with the Confronting Anti-Black Racism Strategy.
- Toronto Community Housing became a “Proud Partner” with Pride at Work Canada to cross-post our job postings, as well as create an opportunity for more 2SLGBTIAQ+ training.
- A revitalized Framework for Employee Networks, including a guide to assist new Employee Networks to start, was drafted in August 2022.
- Collaborating with the Centre, a fulsome Internal Human Rights and Socio-Demographic Data Collection Policy and Procedure will be completed for the end of 2023.

## Progress on the EDI Strategy Goals

### Goal #1: Identify and address systemic barriers within Toronto Housing.

**Action: Provide our managers and leadership with the resources they need.**

- Two (2) toolkits have been created to assist managers with incorporating elements of EDI into their daily work:
  - Conducting Inclusive Meetings and;
  - EDI Definitions and Fundamentals.
- These toolkits support the Leadership Development Strategy and the HR actions in the CABR Strategy.
- The **Conducting Inclusive Meetings** toolkit will be launched in the first quarter of 2023 and the **EDI Definitions and Fundamentals** toolkit will be launched in the second quarter of 2023.



### **Action: Determine development opportunities for our equity-deserving groups.**

- Collaborating with our Employee Networks and the Centre, we've started to determine which programs to create to help the development of our equity-deserving groups.
- A mentoring program, which will be piloted by our Black Staff Caucus, is currently in development with the Centre and HR's Learning & Organizational Development teams.

### **Action: Update policies with an Equity, Diversity, and Inclusion lens.**

- In the process of refreshing the following policies and procedures
  - Workplace Diversity Policy,
  - Hiring Policy, and;
  - Recruitment Standard Operating Procedure.
- These updates reflect best practices and employee experiences through an extensive view of inclusion, diversity, equity, and accessibility in conjunction with the Centre to incorporate a Confronting Anti-Black Racism lens.
- Additional policies (Employment Equity and Human Rights Data Collection) have been drafted on key areas to promote equity, diversity, and inclusion that align with the work being done for Internal Human Rights and Socio-Demographic Data Collection.

### **Action: Create an IDEA vision, mission, and purpose that become mandate for Toronto Community Housing.**

- A vision, mission, and purpose for Toronto Community Housing was created through the creation of the EDI Strategy.
  - The creation of this vision, mission and purpose was a direct result of the responses in the Diversity Census and Inclusion Survey that ran from November 2021 to January 2022.
- A Quick Reference Guide for managers is being created and socialized through the **EDI Definitions and Fundamentals** toolkit launching in the second quarter of 2023.

### **Goal #2: Create programs to meet the needs of our equity-deserving groups.**

**Action: Support our current Employee Networks to increase awareness around membership opportunities.**

- We have been collaborating with the Centre, our Employee Networks, our Managers, and our Communications team to encourage more staff members to participate in Employee Networks, as well as attending events hosted by our Employee Networks.
- HR's Learning & Organizational Development team supported the PRIDE Network by sponsoring a speaker during Pride Month (June).
- There are discussions with other Employee Networks about how Human Resources, especially our Learning & Organizational Development team, can best support their endeavours in the future.

**Action: Assist other affinity groups to create Employee Networks based on their preference.**

- A facilitated focus group with the members of the current Employee Networks, Black Staff Caucus, Women Inclusion Network, and PRIDE Network, occurred to discuss:
  - Best practices for starting an Employee Network at TCHC;
  - Changes needed for Employee Networks moving forward;
  - How HR and the Centre can support Employee Networks, and;
  - Advice for engaging our Executive Leadership Team to participate in Employee Networks.
- Through this discussion, the Employee Network Framework and Guide to Starting an Employee Network have been refreshed and revitalized.
  - These documents will be presented and socialized to all TCHC staff in the first quarter of 2023.

### **Goal #3: Engage our diverse communities in a meaningful way.**

**Action: Communicate to our staff members on progress to hold us accountable on our goals, updates, and timelines.**

- Communications around Equity, Diversity, and Inclusion, especially the results of the survey and the EDI Strategy, have been promoted internally



through an inHouse page and a section in the Human Resources Weekly Newsletter.

- A variety of ways to communicate has been utilized to best understand what methods create the most awareness and long term understanding.

**Action: Create a space on inHouse to communicate with our staff members about our progress and upcoming ways to participate.**

- An inHouse page, TCHC's internal network, dedicated to EDI has been created and updated on a monthly basis.
- This page highlights work being done, as well as significant dates, information about the Centre for Advancing the Interests of Black People, additional resources for learning, and information on joining an Employee Network.

**Goal #4: Attract and leverage a diverse workforce.**

**Action: Enhance Inclusion, Diversity, Equity, and Accessibility of public websites and career page.**

- An update to the external Diversity and Inclusion page on Toronto Community Housing's website was completed in September 2022.
- The update to the website included adding information on:
  - Information on the Vision, Mission, and Purpose of EDI at TCHC;
  - Traditional Land Acknowledgement;
  - African Ancestral Acknowledgement;
  - Information on the EDI Strategy;
  - Promotion of the Employee Networks and The Centre for Advancing the Interests of Black People at TCHC;
  - Accommodations and Accessibility in the Hiring Process, and;
  - Updated information on the Self-Identification Questionnaire.
- As more work is done to advance the EDI Strategy, this will be updated and reflected in the external webpage.

**Action: Add IDEA competency performance measures to leaders' performance management.**

- Our refreshed Performance Management Program encourages managers and employees to work together to plan for development and professional growth and new learning, especially around EDI and CABR topics.

- This program has been directly supporting the Leadership Development Strategy, together with the toolkits that have been created on EDI topics for people leaders.

### **Action: Utilize data to understand future hiring opportunities.**

- As part of the EDI Strategy, we adjusted the selections, but not the questions, to the Self-Identification questions within TCHC's application form to have better data analysis practices moving forward.
  - These selections now mirror the options included in TCHC's 2022 Diversity Census.
- All the information TCHC collects is confidential and shared in an aggregate way, meaning no information provided to us by internal or external candidates is tied back to the person specifically.
- With the collection of confidential and aggregate data during TCHC's 2022 Diversity Census, we started comparing candidate responses to those of our current employees in October 2022.
  - This information will help us determine programs, policies, and hiring strategies in the future.

## **Maturity Model Update for 2022**

Diversity and inclusion (D&I) maturity models offer a simple yet comprehensive snapshot of how mature an organization is in diversity and inclusion. In using a maturity model, TCHC has been able to measure their progress in the EDI journey as we implement different ideas, initiatives, and update programs.



To guide our measurement, TCHC is using [the Global Diversity, Equity, and Inclusion Benchmarks](#). The Benchmarks are designed to guide TCHC as we work to achieve best practices through the fifteen (15) categories. The categories help us implement strategies that work as an integrated system. Each of these fifteen (15) categories incorporate five (5) different levels from Inactive, where no EDI work has been done, to Best Practice, where the organization is demonstrating current global best practices in EDI.

### Significant Progress

#### Foundational Categories

In 2022, TCHC moved from Level 1: Inactive to Level 3: Proactive in Category #1: Vision, Strategy, and Business Impact. The following metrics have been met, some of which are outlined in the actions outlined earlier in this report:

- ✓ An EDI vision, mission, strategy, and business impact statement has been developed and communicated to all employees.
- ✓ EDI is defined broadly to include visible, non-visible, inherent, and acquired dimensions.
- ✓ EDI qualitative and quantitative goals that include input from a variety of internal and external stakeholders are being developed.
- ✓ Compliance with legislation that protects human rights and ensures safe workplaces is included in the strategy.

In 2023, it is the intention that TCHC progresses to Level 4: Progressive, especially around the metrics related to examining organizational culture and incorporated EDI competencies into leadership evaluation.

#### Internal Categories

In 2022, TCHC moved to Level 3: Proactive in Category #7: Work-Life Integration, Flexibility, and Benefits. Some highlights include the following metrics:

- ✓ The organizational culture equitably treats those who work flexible schedules.
- ✓ Religious practices, cultural celebrations, and holidays are accommodated, even when they are not the practices of the dominant culture.
- ✓ Using flexible work arrangements does not negatively impact employee performance, evaluation, advancement, or benefits.

By using the Hybrid Work Policy and Procedure, which incorporates EDI and CABR language, as well as the expansion of benefits for our Black, Indigenous, and People of Colour groups through Support and Growth, TCHC has been working towards having best practices for this category.

In 2023, there will be additional effort focused on the Attendance Management Program and refreshing policies and practices to ensure there is no favouritism in the workplace.

### Bridging Categories

In 2022, TCHC made major progress in Category #9: EDI Communications moving from Level 1: Inactive to Level 3: Proactive. Some of the metrics that we meet in this area, which were outlined in the actions above, include:

- ✓ The organization encourages employees to provide input to the EDI initiatives.
- ✓ The organization enables employees to indicate gender pronouns, if desired, on email signatures and other written communications.
- ✓ Accessible formats are provided when needed.
- ✓ The purposes of EDI initiatives are clearly stated, and communication strategies are adapted for different stakeholders.
- ✓ Information on EDI is sent frequently and systematically through a variety of channels to employees and other stakeholders.

There is opportunity for TCHC to move to Level 4: Progressive in 2023 by incorporating a refreshed version of the external website, updating social media practices, and providing the Strategic Communications division with further training on EDI.

### Minor Progress

#### Foundational Categories

In 2022, TCHC moved from Level 1: Inactive to Level 2: Reactive in both Category #2: Leadership and Accountability and Category #3: EDI Structure and Implementation.



There has been investment enabling leadership to learn more, become comfortable talking to issues related to EDI, and for the unions to become active leaders in EDI efforts. More of this work through education and awareness, especially toolkits and the Diversity Champion Program, will occur in 2023.

#### Internal Categories

The internal categories that made minor progress include:

1. Category #4: Recruitment;
2. Category #5: Advancement and Retention, and;
3. Category #6: Job Design, Classification, and Compensation.

While there are some elements of best practices in the internal categories, there has not been a specific focus or strategic effort to support the EDI Strategy prior to 2022.

By refreshing the Hiring Policy and Recruitment Standard Operating Procedure, there is room for this to change in 2023 by incorporating culturally competent interviews, working to reduce and mitigate biases in the hiring process, and monitoring outcomes for diverse candidates at every stage of the process.

Further, through the hiring of the Senior Consultant, Compensation and Special Programs, as well as the implementation of the Leadership Development Strategy, more progress in these categories will be achieved in 2023.

### **Bridging Categories**

The Bridging Categories that made minor progress in 2022 include:

1. Category #8: Assessment, Measurement, and Research;
2. Category #10: EDI Learning and Development, and;
3. Category #11: Connecting EDI and Sustainability.

While some progress has been made through Categories #8 and #10, more work will be done in 2023 with the launch of the Diversity Champion Program. Further, more piloting projects around EDI training and development will be taking place, which will move TCH from Level 1: Inactive to Level 3: Progressive.

Currently, there has been no work done to connect EDI and Sustainability at TCHC. More work to educate on these topics is planned for 2023.

### **External Categories**

The External Categories that made minor progress in 2022 include:

1. Category #12: Community, Government Relations, Philanthropy;
2. Category #13: Services and Products Development;
3. Category #14: Marketing and Customer Service, and;
4. Category #15: Responsible Sourcing

Some progress has been made in these external categories, especially with the launch of the new Procurement Intake Form that requires staff to add in an equity consideration and statement. In 2023, there will be additional effort to be more

intentional in the external focuses TCHC undertakes, especially in our community and working with our tenants.

## Priority actions for 2023

### Education and Awareness

Education and awareness for all staff, starting with people leaders, is a priority for 2023. This work will involve targeted learning and development opportunities, as well as providing those who have been heavily involved in EDI efforts at TCHC (through internal committees, Employee Networks, etc.) with specialized opportunities to assist with being champions in the workplace.



It is essential that a course for all staff that complements the information provided in the General Orientation is created and available on the eLearning system and this will be another priority action.

### Diversity Champion Program

In 2023, the intention is to have more focus on what the general staff population needs to know to increase their awareness to EDI issues. To pilot some of these learning and development opportunities, TCHC will be creating a **Diversity Champion Program** to be launched in 2024.

The Diversity and Inclusion Champion Program is a three-part, evidence informed, diversity and inclusion engagement and education program. It will offer TCHC employees the opportunity to strengthen their diversity and inclusion skills in a welcoming and inclusive environment.

This champion program will help:

- To advance the Equity, Diversity, and Inclusion Strategy;
- To build organization-wide diversity leadership;
- To support the culture model;
- To improve engagement, and;
- To identify additional gaps in knowledge and pain points within divisions.

The program is structured into group learning and individual learning on six (6) topics with personalized learning and development plans. The program will take six (6) months to complete.

The Diversity and Inclusion Champion Program will begin as a pilot in 2024 with an initial cohort of 10-15 employees. In order to maximize their learning and efficiency, it is beneficial to work with training organizations to provide training on topics to staff members.

Some training topics will be created in house as a joint effort between Human Resources (Learning & Organizational Development and EDI) and the Centre for Advancing the Interests of Black People throughout 2023.

### **Indigenous Awareness**

As TCHC continues with their commitment to Truth, Reconciliation, and Justice, it is important to provide education and knowledge to staff members on these topics. Organizations and training companies will be selected based upon being actively part of an Indigenous community.

This training will be provided to people leaders, especially the Executive Leadership Team first, and then to other staff members depending on which program resonates best. Specialized courses will be offered to different divisions to ensure they are best able to incorporate Indigenous learnings into their interactions with internal and external stakeholders.

### **Incorporating Equity Considerations**

With the launch of the equity consideration and statement on the Procurement Intake Forms, it is essential for TCHC to learn from this and incorporate equity into other public facing documents.

In 2023, this will be achieved through two (2) major projects:

1. Equity Statements on all Board Reports, and;
2. Research into Equity Based Budgeting.

### Internal Demographic Data Collection Framework

TCHC's Self-Identification Questionnaire for candidates applying to open positions was updated in 2022 based upon the selections for the Diversity Census and Inclusion Survey. This was communicated to staff in September 2022 through "In The Know," the all-staff newsletter for TCHC.

Further work will be completed, in collaboration with the Centre for Advancing the Interests of Black People, to determine an Internal Demographic Data Collection Framework for TCHC. This Framework will build upon the Diversity Census and Inclusion Survey that TCHC ran from November 2021 to January 2022, and will consider the data collection process already in place the current recruitment process, as well as looking at the City of Toronto's Data for Equity Strategy, and considering research and best practices in this area of other organizations

The intention is to have an Internal Demographic Data Collection Framework for TCHC no later than the end of the second quarter in 2023.

### Questions and Information

If you have any questions about the contents of the EDI Strategy Update, please contact our Senior Consultant, Diversity and Inclusion, at [diversity@torontohousing.ca](mailto:diversity@torontohousing.ca).





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