

Toronto Community Housing



Item 9A - TCHC Equity, Diversity, and Inclusion Strategy 2022-2026  
TCHC Public Board Meeting - June 28, 2022  
Report#:TCHC:2022-38 **Attachment 2**

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# EQUITY, DIVERSITY, & INCLUSION STRATEGY

**Overview Presentation**

June 28<sup>th</sup>, 2022

# Agenda

- Introduction
- Informative Consultations and Survey Results
- Measuring and Evaluation of the EDI Strategy
- EDI Strategy Goals
- EDI Strategy Phases
  - Phase One: Internal Strengthening of EDI
  - Phase Two: Audit and Assess Goods, Programs, Services, and Information
  - Phase Three: Collaborate and Build More Inclusive Practices
- Next Steps
- Questions and Answers



# EDI Strategy Summary

- EDI Strategy reflects actions and initiatives for all dimensions of diversity and is based on the results from the D&I Survey and best practices.
- Corporate wide effort to be more understanding and address the needs of everyone.
- A detailed review and measurable plan to further enhance our efforts.
- A “living document” that can be adjusted and adapted to current and future needs.



# Core Values

In keeping with our values of respect, accountability, community collaboration, and integrity, Toronto Community Housing will implement this EDI Strategy in accordance with the following principles:

- Anti-Oppression;
- Anti-Racism;
- Belonging;
- Dignity;
- Diversity;
- Equity;
- Inclusion;
- Justice, and;
- Psychological Safety.



# Consultation Process

- **Literature Review**

- We reviewed a variety of current and updated versions of Equity, Diversity, and Inclusion Strategies from other organizations that are similar to ours in nature, as well as those that are currently demonstrating best practices on a global scale.

- **Internal Diversity Committees**

- Provided the internal Diversity Steering Committee and Diversity Advisory Group with a copy of the draft to receive feedback on the EDI Strategy.

- **Diversity Survey**

- From November 25, 2021 to January 31, 2022, TCHC ran a Diversity Survey for all employees to participate in.
- We had a fifty-per-cent (50%) response rate from our employees, who submitted more than 1,000 responses from across our organization.

- The consultation process informed our EDI Strategy goals, actions, and Phases.



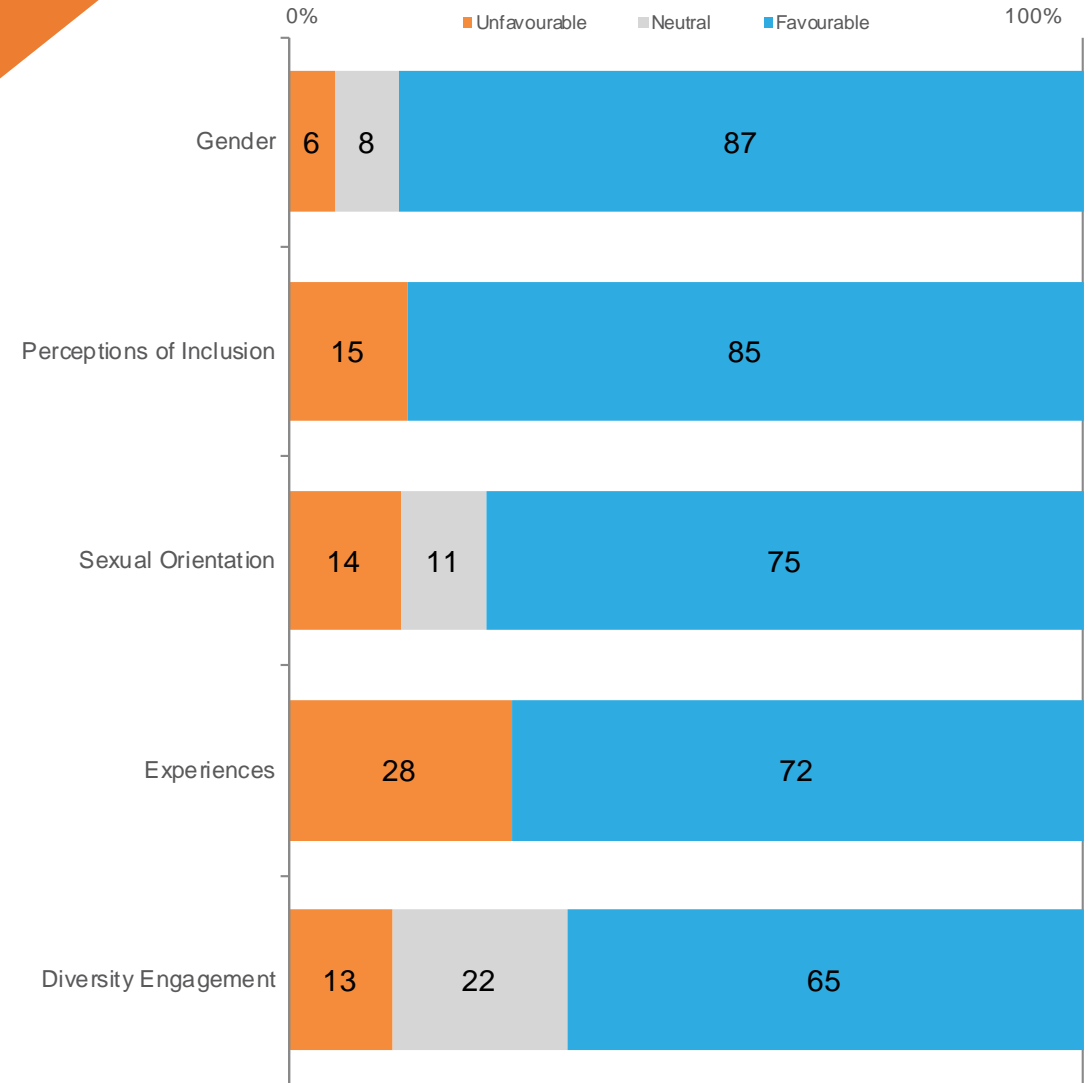
# Diversity Survey Overview

- 50% Response Rate across divisions
- Was open from November 25, 2021 to January 31, 2022
- **Key Takeaways:**
  - A need to make Equity, Diversity, and Inclusion a priority from the Executive Leadership Team and our management team.
  - Requests for more work to be done internally to survey and understand the perspective of the employees and tenants to create an Equity, Diversity, and Inclusion Strategy.
  - People feel connected to their work but could use more opportunities to develop professionally.
  - There is a need for us to ensure that the work we do for EDI includes everyone's unique needs.

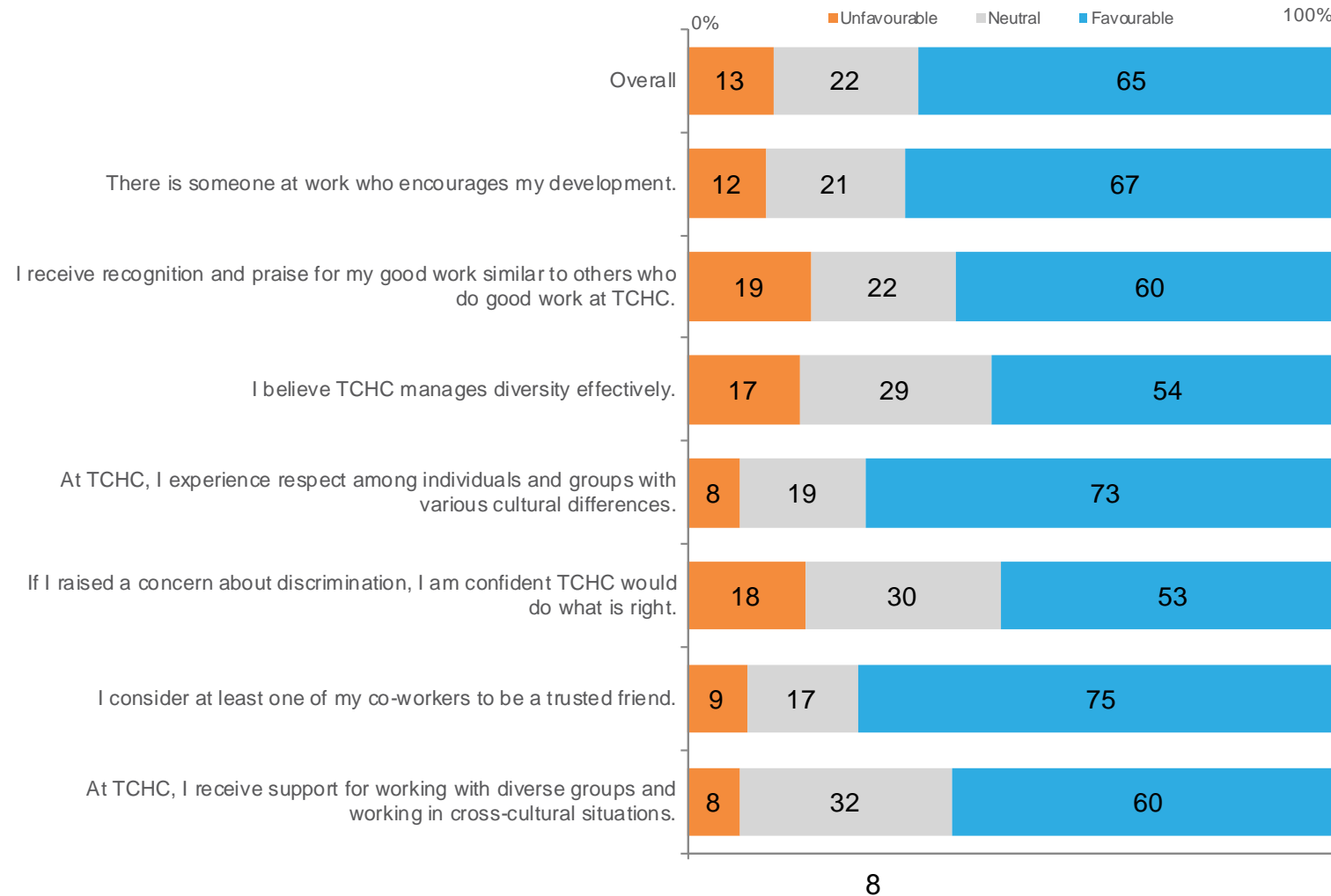


# Survey Overview Quantitative

- For each of these categories, we had a variety of questions tied to employees perceptions.
- The far right, blue bar indicates “favourable” or “positive,” with the middle, grey bar indicating “neutral” or “unsure,” and the right left, orange bar indicating “unfavourable” or “negative.”
- The Perceptions of Inclusion and Experiences sections were “yes” or “no” questions, which means no “grey” or “unsure” options.
- There were:
  - 1 question tied to the topic of gender and sexual orientation;
  - 2 questions tied to the topic of Perceptions of Inclusion;
  - 4 questions tied to the topic of Experiences, and;
  - 22 questions tied to the topic of Diversity Engagement.



# Diversity Engagement Questions





# Results That Need Addressing

- As noted, there is an importance of looking at:
  - Where there are 20%+ in the “neutral” area because either people felt as though there were circumstances that wasn’t true, or are unaware of where to access certain supports or information
  - As well, look at areas that are 10%+ in the “unfavourable” or “negative” area to work towards at least moving those people towards the “neutral” area.
- These include, but are not limited to:
  - If I raised a concern about discrimination, I am confident that TCHC would do what is right (30% neutral; 18% unfavourable);
  - At TCHC, I am confident that my accomplishments are compensated similar to others who have achieved their goals (28% neutral; 24% unfavourable);
  - The culture of TCHC is accepting of people with different ideas (27% neutral; 15% unfavourable);
  - At TCHC, I receive support for working with diverse groups and working in cross-cultural situations (32% neutral), and;
  - There is someone at work who encourages my development (21% neutral; 12% unfavourable).

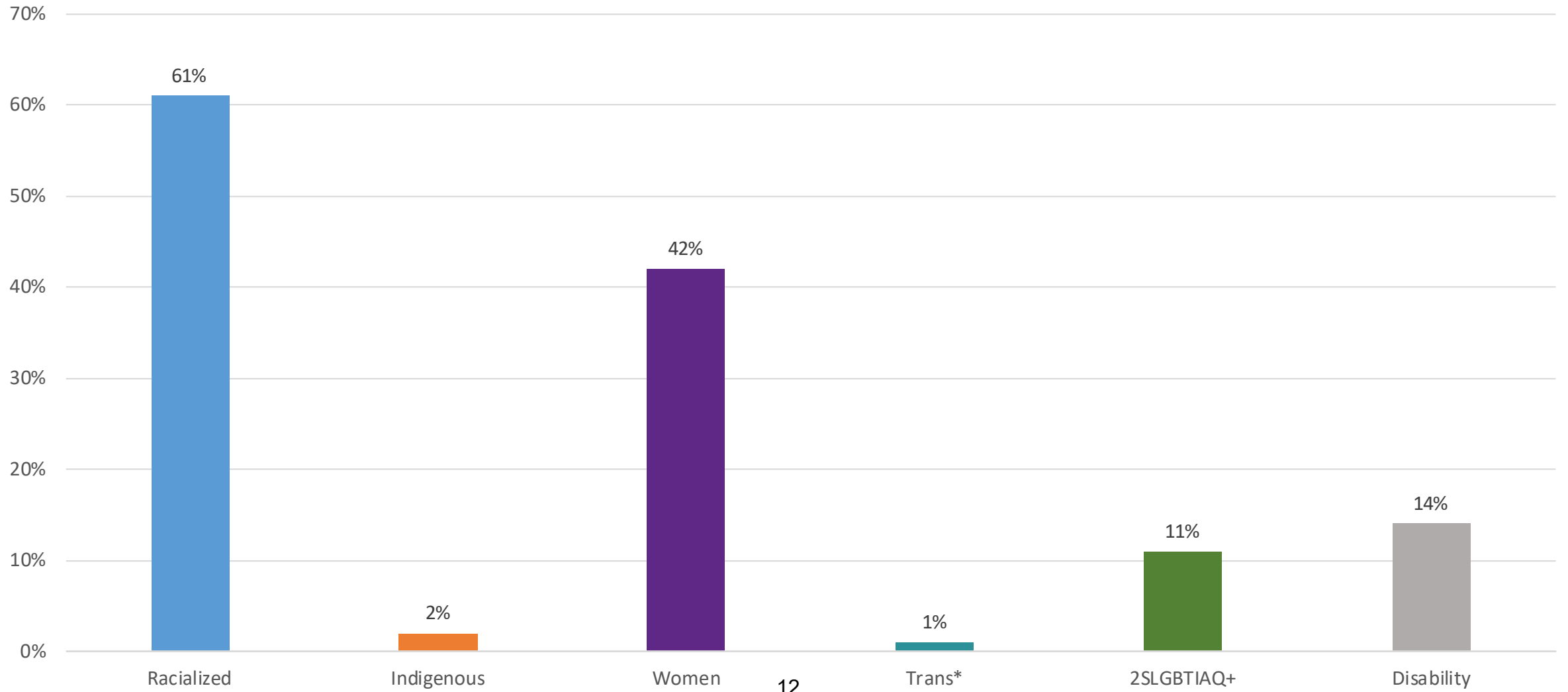
# How We Will Be Incorporating into the EDI Strategy

Diversity Engagement Question	What We Need To Improve	Objectives in the EDI Strategy
I trust TCHC to be fair to all staff and employees.	Trust and fairness across the organization.	<ul style="list-style-type: none"> <li>Improving organizational trust;</li> <li>Implementing policies and procedures fairly, and;</li> <li>Working to understand and eliminate barriers.</li> </ul>
This last year, I have had opportunities at work to develop professionally.	Professional development and succession planning.	<ul style="list-style-type: none"> <li>Succession planning to encourage more diversity;</li> <li>Data capturing through the life cycle of an employee, and;</li> <li>Incorporating specific EDI development opportunities.</li> </ul>
I believe TCHC manages diversity effectively.	Tools, resources, knowledge, and awareness around equity, diversity, and inclusion topics.	<ul style="list-style-type: none"> <li>Creating development opportunities for people leaders;</li> <li>Hosting a variety of events related to dimensions of diversity, and;</li> <li>Continuing communications around different significant dates.</li> </ul>

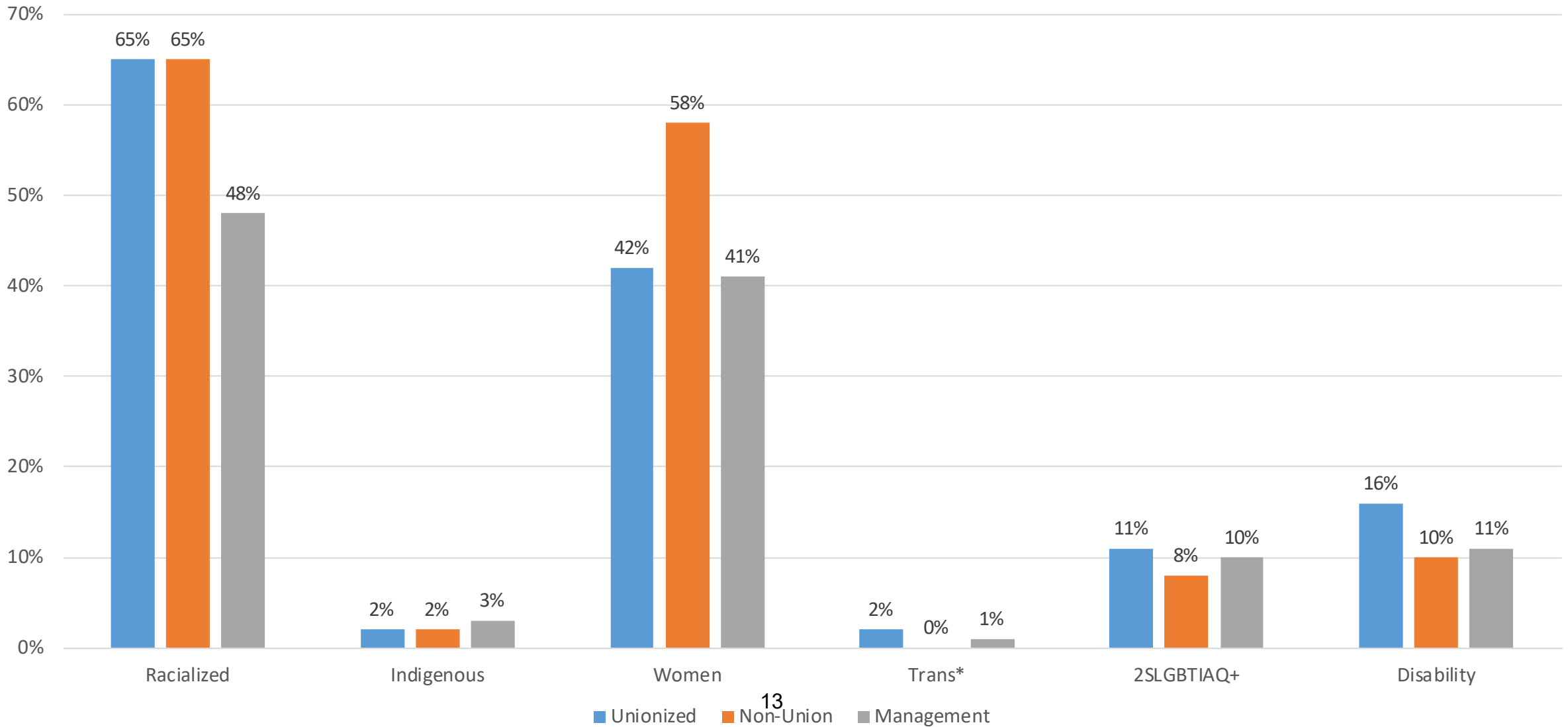
# What Initial Actions We Have Been Taking

- Based on the results, we set out some initial actions to take while we finalized the development of the EDI Strategy:
  1. Refreshing our Workplace Diversity Policy, our Hiring Policy, and our Recruitment Standard Operating Procedure to be more inclusive;
  2. Working with our people leaders to train them on cross-cultural interactions;
  3. Continuing to work with our Steering Committee, Advisory Group, the Centre, and our Employee Networks to address needs, and;
  4. Creating communications via newsletters, all staff memos, and on our inHouse page.
- A lot of information captured through the Diversity Survey and in working with our internal groups.
  - It is important to understand specific prioritizations and pain points.
  - Want to ensure that the actions we take meet the needs of our employees.

# Demographic Representation Overall



# Demographic Representation by Affiliation

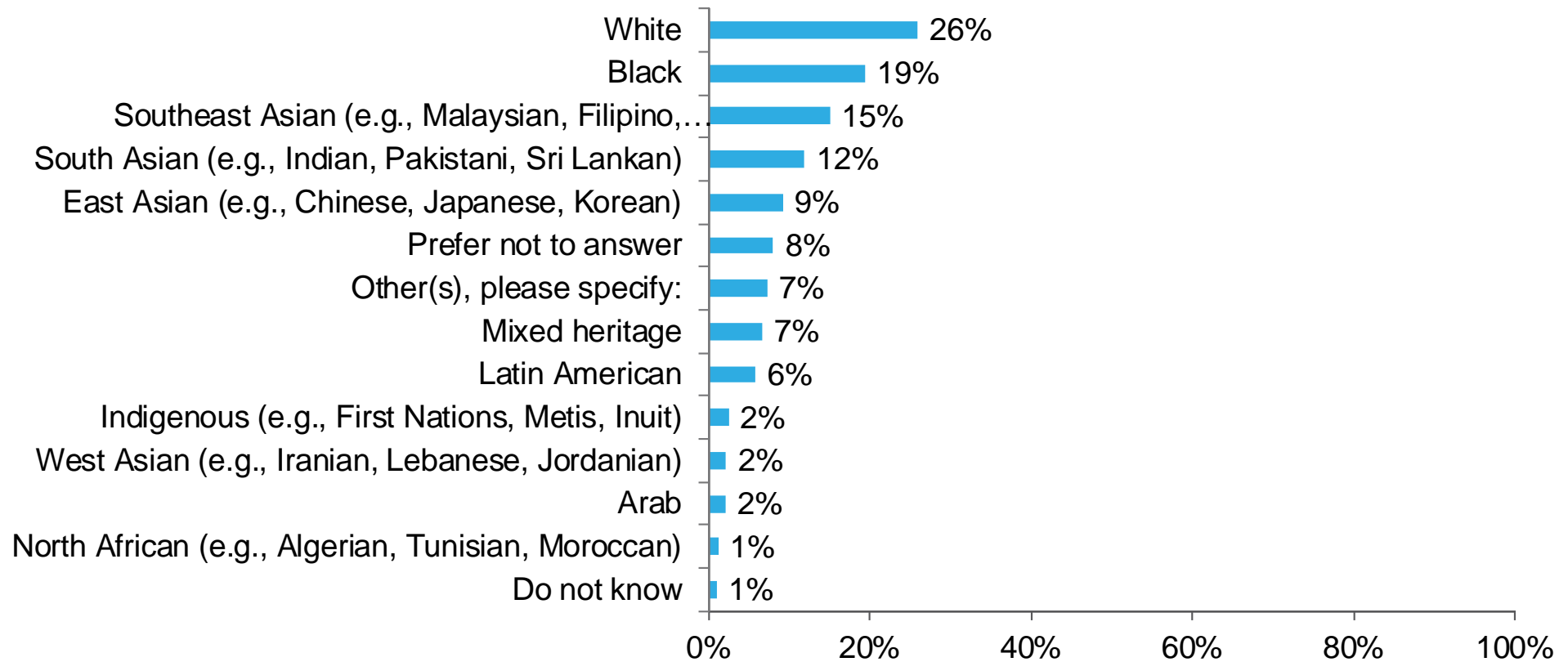




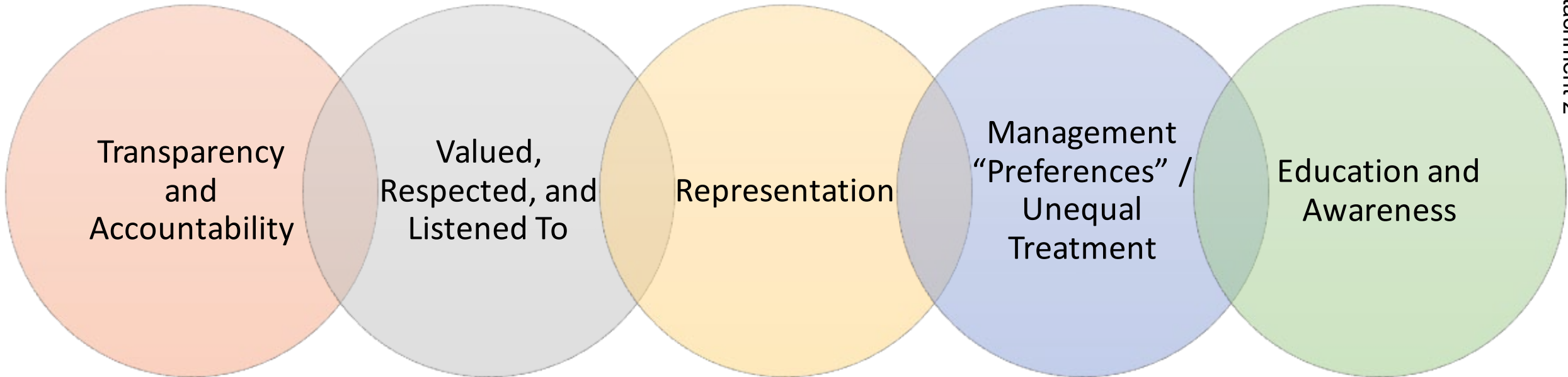
# Ethnicity/Racial Groups

Which group(s) do you best identify with? Select all that apply.

1146 respondents answered this question



# Qualitative Thematic Analysis



# How We're Using The Diversity Survey Information

- Many of the individual Inclusion questions will have their own action item(s).
  - We will be working with our internal committees, including our ERGs, to develop the scope of these based upon prioritization, resources, and need.
  - We will be initially focusing on the items that had a large “neutral/unsure” portion and a large “negative” portion to the responses, which were shown during this presentation.
- We will be using the demographic data as benchmarks moving forward, comparing it on a go forward basis each time we run this type of survey, and to the information we collect from candidates who apply to our open positions.
- We will be using the analysis from the comment section to create definitions, a basis for the types of training necessary, and department specific action plans with our ELT members.
- These action items will be tied to how we measure and evaluate our progress, especially around the use and inclusion of the Maturity Model.

# Measuring and Evaluation of the EDI Strategy

- **Maturity Model: Global Diversity, Equity, and Inclusion Benchmarks**

- Diversity and inclusion (D&I) maturity models offer a simple yet comprehensive snapshot of how mature an organization is in diversity and inclusion.
- Analyze progress through advancement in the Levels of the Global Diversity, Equity, and Inclusion Benchmarks.

- **Action Item Specific Measures**

- Understand the progress and success of individual programs.
- This may be different for each that is implemented depending on the objective.

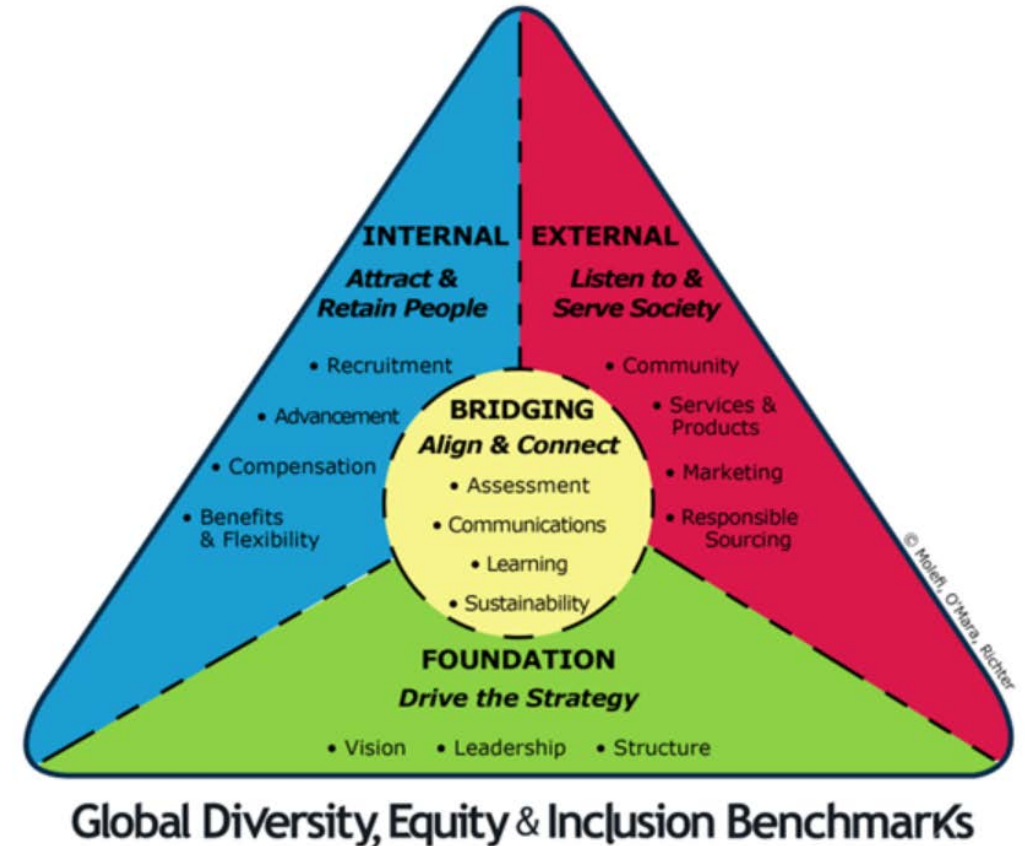
- **Progress Reports**

- Encourage transparency and accountability through progress reports to ELT, Steering and Advisory Groups, the<sup>17</sup>Board, staff, and tenants.



# About the GDEIB

- The GDEIB are global standards for Diversity, Equity and Inclusion work.
- They were developed by a team of more than 100 Expert Panelists from all continents of the world, and 3 co-authors who lead the process.
- The GDEIB are a set of 15 Categories and Concrete Actions, with 275 Benchmarks set across 5 levels.
- They act as a means of assessing levels of DEI practice within all types of companies and organisations.





# EDI Strategy Goals

- Based on our consultation process, we have determined four (4) goals for TCHC to achieve through it's EDI Strategy.

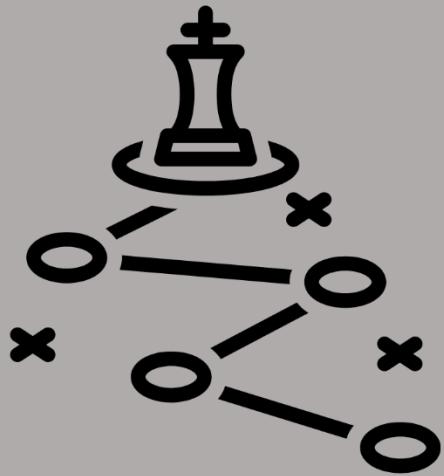
**Goal #1:**  
Identify and address systemic barriers within Toronto Housing.

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

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

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

# Strategy Phases



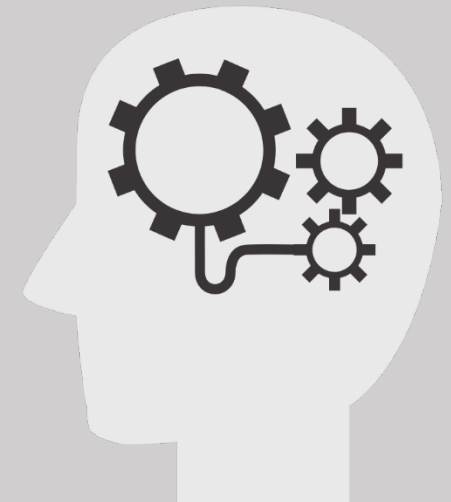
- **Phase One: Internal Strengthening of EDI**
  - Examine TCHC through an EDI lens to **identify visible and invisible barriers**.
- **Phase Two: Audit and Assess Goods, Programs, Services, and Information**
  - **Evaluate our current practices** to ensure they are equitable and inclusive.
- **Phase Three: Collaborate and Build More Inclusive Practices**
  - **Work collaboratively through a tenant-based lens** to incorporate EDI into all interactions at TCHC.
  - Further **consultation** will be done with tenants to address their needs.

# How Our Phases and Goals Work Together

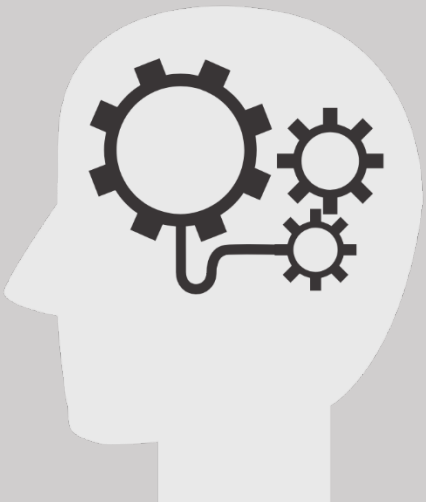
Phase	Specific Action	Goal Tied To
Phase One: Internal Strengthening of EDI	Embed Inclusion, Diversity, Equity, and Accessibility messaging into team meetings and external documents.	<ul style="list-style-type: none"> <li>• Goal #4: Attract and leverage a diverse workforce.</li> </ul>
Phase Two: Audit and Assess	Work to break down the stigma surrounding needing flexibility and/or accommodations in the workplace.	<ul style="list-style-type: none"> <li>• Goal #1: Identify and address systemic barriers within Toronto Housing.</li> </ul>
Phase Two: Audit and Assess	Work to expand the opportunity to work with our Indigenous tenants and partners.	<ul style="list-style-type: none"> <li>• Goal #3: Engage our diverse communities in a meaningful way.</li> </ul>
Phase Three: Collaborate and Build	Determine best practices for working with urban Indigenous communities as well as surrounding Friendship Centres to educate our tenants and staff on Indigenous issues.	<ul style="list-style-type: none"> <li>• Goal #2: Create programs to meet the needs of our equity-deserving groups.</li> </ul>

# Phase One: Internal Strengthening of EDI

- Create more cultural competence in our leadership and staff to ensure awareness, understanding, and proactively remove barriers.
- Eight (8) areas to address
  - Create Communications Strategy
  - Develop Leadership Awareness and Accountability
  - EDI As A Strategic Priority
  - Establish Change Agents
  - Improve Trust Between Staff Members, Management, and Human Resources
  - Improve Organization-Wide Awareness and Understanding
  - Increase Cultural Competence
  - Update Policies and Procedures
- Between 2022 to 2024, with some overlap<sup>22</sup> of other Phases.



# Phase One: Internal Strengthening of EDI



- The intended outcomes of these areas are:
  - Leaders with cultural awareness and competency to lead cross-cultural teams;
  - Equity, diversity, inclusion, and accessibility embedded into our communications;
  - Internal structures that support equity, diversity, and inclusion;
  - An IDEA lens to identify systemic barriers in policies, procedures, and standard ways of operating;
  - Leadership accountability related to EDI;
  - Trust and respect between our staff members, management, and our Human Resources department;
  - EDI supported with financial, human, and time resources, and;
  - Education, training, and awareness for all staff to build their knowledge and confidence when addressing issues.



# Phase Two: Audit and Assess

- Work to audit and assess the way we create, advertise, adjust, and assess success of our work.
- Eight (8) areas to address
  - Evaluate Flexibility and Accommodation Practices
  - Identify and Address Internal and External Perceptions of Discrimination
  - Identify Ways Diversity and Inclusion Can Positively Affect Services Provided
  - Identify, Remove, and Prevent Barriers in Succession Planning
  - Identify, Remove, and Prevent Barriers in the Recruitment Process
  - Identify, Remove, and Prevent Barriers to Tenants Accessing Our Services
  - Identify, Remove, and Prevent Gaps in the Onboarding Process
  - Monitor Services to Ensure they are Accessible, Inclusive, and Equitably Provided
- Between 2023 to 2025, with some overlap of other Phases.



# Phase Two: Audit and Assess

- The intended outcomes of these areas are:
  - Updated programs and services based on audit and assessment of collected data;
  - A workforce that understands harassment, discrimination, and violence and the perception of this at TCHC;
  - Understanding how to utilize flexibility and accommodations to reduce stigma and encourage employee engagement;
  - Succession planning programs that assist with hiring and promotions, especially for our equity-deserving groups;
  - EDI programs that work for each division and department individually;
  - TCHC fully and consistently compliant with legislation and ensuring the needs of our staff members and tenants, and;
  - Hiring strategies that utilize demographic information to ensure representation throughout the organization



# Phase Three: Collaborate and Build

- Create more economic and social development opportunities to build trust with tenants, partners, and Indigenous communities.
- More consultation will occur leading up to this Phase based upon what we learn from our internal understanding of EDI, and how to best work with tenants.
- Four (4) areas to address
  - Create More Opportunities for Education and Awareness for Tenants
  - Encourage More Tenant Engagement at TCHC
  - Improve Access to Information and Services for Our Tenants
  - Strengthen Social and Economic Development Through Partnerships
- Between 2025 to 2026, with some overlap of other Phases.

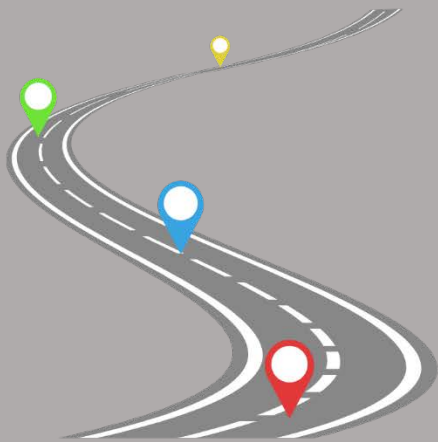


# Phase Three: Collaborate and Build

- The intended outcomes of these areas are:
  - Opportunities for tenants to learn more about EDI in an engaging way;
  - More programs and services that meet the needs of all tenants, especially youth and seniors;
  - Tenants who understand how to access information and services from TCHC, and;
  - Work with community partners to strengthen our community involvement and economic development.



# Next Steps



- **June 2022**
  - Communicate to staff about the EDI Strategy.
  - Continue to **implement action items** from Phase One.
  - Work with our **internal committees** to prioritize actions.
- **December 2022**
  - First **progress report** to be distributed to the GCHRC and the Board.





**Thank you!**  
**Do you have any questions?**