

Item 6 – CABR Update Report  
TCHC February 24 2023 Board Meeting  
Report #:TCHC:2023-02

Toronto  
Community  
Housing



# The Centre for Advancing the Interests of Black People

2023 Divisional Highlights

**February 2023**



Item 6 – CABR Update TCHC:2023-02



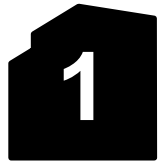
# Purpose

## To provide an update on:

- The Centre for Advancing the Interest of Black People's core functions and service deliveries;
- Achievements for the Confronting anti-Black Racism (CABR) Strategy and action plan for 2022; and
- Key challenges faced by the team.

# Strategic Direction

**The Centre has focused its efforts on the following:**



Advancing the implementation of the organization's CABR Strategy to drive institutional change.



Collaborating with TCHC divisions to embed an anti-Black racism (ABR) lens in organizational policies, procedures, and programs.



Improving the Black tenant and staff experience.

# Advancing the Implementation of the CABR Strategy

+ Core Functions and Mandate

## Instituting organizational change

Achieved by driving innovative responses to ABR and all forms of discrimination. The Centre is a space that increases TCHC's capacity to provide service from an equity and anti-Black racism lens, for all Black and equity-seeking groups.

## Strategic and sustained relationship building among diverse groups

Achieved through strategic alignment with community partners, policymakers, and other stakeholders across sectors, increasing our effectiveness and reach.

## Impacting service delivery

The Centre increases organizational bandwidth, as staff capacity to address ABR is built on an on-going basis.

## Influencing through Multidisciplinary research, analysis, and strategic narrative

Lead sectoral change by shaping discussions around housing policy and race, influencing change through research, data collection, policy analysis and advising.

# Advancing the Implementation of the CABR Strategy

+ Service Delivery and Supports

**1**




**Provide trainings for interested tenants and tenant groups on ABR**

**2**



**Provide advocacy supports, resources and tools for interested TCHC Black tenants**

**3**



**Work with TCHC teams to improve service experience for Black tenants**

**4**



**Provide resolutions support to TCHC Black tenants and staff with occurrences of anti-black racism**

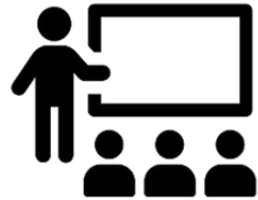
**5**



**Create opportunities to increase TCHC Black tenant engagement that responds to the CABR Strategy's Eight-Point Plan.**

# Overview of Achievements for 2022

654 hours of training across 164 staff in Q3 and Q4



10 events held and attended



\$40,000 invested in community



15 policies and procedures reviewed or developed

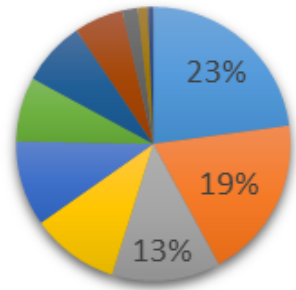


103 incidents referred to the Centre for resolutions

# Overview of Achievements for 2022

+ Centre Impact

## Centre Divisional Consulting and Touch Points



Centre Divisional Touch Points	
Division	Frequency
OPS	75
HR	63
CSU	42
Community Partners	34
Finance	33
SPSR	25
TSHC	25
Development	25
Communications	19
Facilities Management	16
Legal	6
IT	2
<b>Total</b>	<b>328</b>



# Overview of Achievements for 2022

+ Centre Impact

“ The Centre’s workshop was so powerful and amazing! In my session there were 20 respondents and overall we rated it a 4.6/5! This is just the beginning. I look forward to having the Centre’s team in again for another workshop in the very near future! ”



“ The Centre has literally become an energy reactor for residents in TCHC. My community elders both 69 and 83 years young, has since felt so proud to have contributed to *the good work* the Centre is doing. We no longer have to *imagine* a space that is centered and birthed out of conversations with us because it is here. It does the work of listening to, investigating in, and finding just resolutions to the unique challenges we stand to overcome. ”



“ To Toronto community housing I am writing this letter to show our appreciation for all the support and training you provide our community. With all the training that TCHC provided us this year we are grateful and will start to put them to work for the new year. ”





# Collaborating with Divisions to Embed ABR

+ Achievements in Addressing Anti-Black Racism and Cultural Redress

## Outcome

We will **address ABR and seek cultural redress** to create safer, more inclusive communities and work environments for Black staff.

### Leverage PMP to promote and assess staff ABR competency

- Worked with HR to utilize organization PMP to embed commitments to CABR in organizational structure, transforming how the performance of all staff is assessed.
- Led coaching and consulting sessions with HR people leaders to develop CABR competencies across TCHC.
- Collaborated with ELT, management, and exempt staff to connect goals, deliverables, and target to CABR strategy.

### Apply CABR lens to HR and Finance policies and programs

- Worked with LR to evaluate and review of HR policies and programs using a CABR lens to consider the experiences of Black staff. This includes the following:
  - Recruitment activities;
  - Hiring Policy and Procedure; and,
  - Inclusionary statement on applications.
- Updated Vendor Code of Conduct to reflect CABR and DEI goals.

### Review *HR* policies and procedures

- Worked with HR to review eight HR policies and SOPs including the following:
  - Hybrid Work Policy and Procedure;
  - Manager Toolkit for Inclusive Meetings;
  - Employee Network Framework and Guide;
  - Workplace Diversity Policy
  - Policy Toolkit – EDI Lens for Policy Development;
  - Employee Equity Policy;
  - EDI Guide – Hosting: Inclusive Open Houses; and,
  - EDI Guide – EDI

# Collaborating with Divisions to Embed ABR

+ Achievements in Meaningful Economic Development and Uplifting Social Support Networks

## Outcome

We will address Black poverty and the underrepresentation of Black people in positions of decision-making through **meaningful economic opportunities** and **uplifting social support networks**.

### Increased economic opportunities for tenants

- Collaborated with Programs and Partnerships (PaP) to revise the process for call outs for intern managers. Call outs are ongoing across TCHC and with varied placement options in TCHC divisions. **Six** interns were hired at the Centre.
- Supported Black Creek Community Health Centre in the development of Black Business Essentials workshops and connected **45** Black tenants to free entrepreneurship training, achieving micro-credentials through York University.
- Capacitated PaP to initiate a strategy to implement Unity Training (\$10,000.00 value) to empower tenants to access entry level position with starting salaries of \$80,000.00 in an industry with high vacancies.

### Uplifting social support networks

- Hosted the "**TCHC Confronting Anti-Black Racism Partnerships Forum**", to build networks and community relationships that can aid in addressing ABR in areas that go beyond the organizations core services. The forum brought together nearly **30** organizations, using a design session to strategize on how to serve Black TCHC tenants.
- Hosted a TCHC Black history month event, focused on honouring TCHC tenants that have positively contributed to their community. The event had nearly **60** tenants and participation from the Deputy Mayor.
- The Centre contributed funding and hosting capacity for the Black Youth Gala which provided academic funding to thriving Black youth.

# Improving the Black Tenant and Staff Experience

+ Achievements in Community Centered Safety and Access to Culturally Responsive Health and Mental Health Services

## Outcome

We will prioritize a **community centered safety** model and address gaps in **access to culturally responsive health and mental health services** for Black tenants and staff.

### Crisis Response Improvement

- Worked with OPS division to review communication and crisis response practices following a critical incident.
- Led the development of a Post-Incident Community Crisis Response Guide with OPS and CSU to support of divisions.
- Reviewed TCHC Summary Workflow for Critical Incident Responses through.

### CABR Coaching in Youth Policing Workshop

- Provided coaching supports for Youth in Policing Workshop with the City of Toronto.
- Worked with CSU to create proactive responses to ABR through toolkits that allow youth to prepare on how to best engage with Police.

### Cadet Program

- Project Management of Cadet Pilot Program to include CABR lens. Developed project management schedule and outlines of roles and responsibilities between the CSU staff and Centre staff for effective collaboration.
- Supported CSU in the development of a strategic plan to complete Cadet Pilot implementation.

### Apply CABR lens to health and safety activities

- Sourced vendor (through Lifeworks contract) with CABR competencies to provide health and wellness services.
- Conducted employee and family assistance program pilot with Support and Growth for Black staff.

# Employee Training and Development in ABR

+ Staff engagement

The Centre has created an ABR course to build the capacity of TCHC staff and tenants.

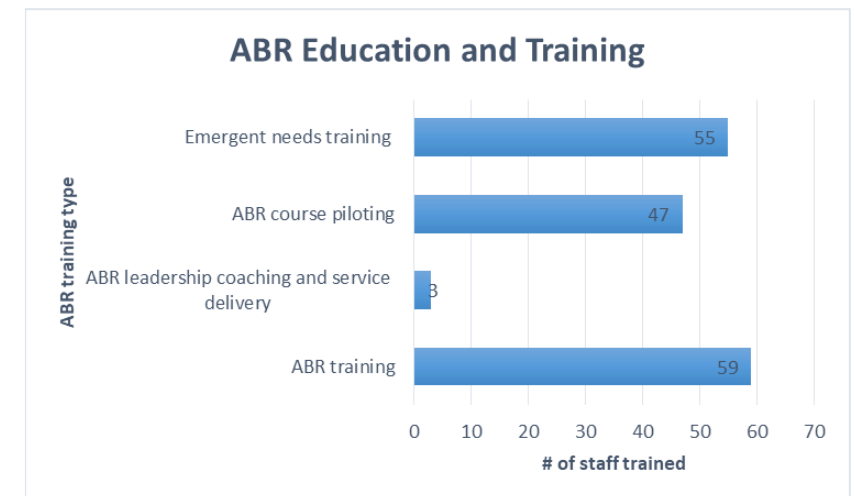
ABR training enhances the operationalization TCHC's culture model by creating awareness of the presence of diversity and biases.

## Q1- Q2 Curriculum Development and Course Piloting

- Conducted learning needs assessments with **30** staff across **four** TCHC divisions, including:
  - Staff groups involved included
  - Community Safety Unit
  - Tenancy Management
  - Violence Prevention & Engagement
- Developed and facilitated pilot sessions for content development engaging **47** staff across **five** stakeholder groups to solicit feedback and improvement gaps.

## Q3- Q4 Staff ABR training and capacity building

- Completed **654** hours of training for **164** staff in ABR.
- Created **six** personalized ABR training modules for TCHC divisions in the following areas:
  - General ABR course;
  - Culturally responsive customer service for Black LGBTQIA+ tenants;
  - Human-centered programming design;
  - Coaching for leadership & service improvement;
  - Self-advocacy for tenants; and,
  - ABR training for tenants.



# Centre Community Engagement

+ Centre funds and training supports offered to tenants

The Centre's community engagement contributes to access to culturally responsive health and mental health services, and healthy youth and families, and addressing cultural redress.

**\$40,000** invested in eight community projects through the Centre Funds



**433** tenants engaged based on needs and strengths with TCHC communities in relation to the CABR strategy across regions.



- **30** tenants participated in **ABR** training in **Eglinton West** to enhance their capacity to identify ABR.
- **32** tenants connected to community recreation activities including paint and movie nights in **Lawrence and Orton Park** to aid in healthy youth and family activities.
- **38** tenants engaged through mental health workshop and CPR training in **Glendower** to aid in providing culturally responsive health and mental health services.
- **50** tenants from **Jane Street** engaged in an exploration activity outside their neighbourhood.

- **52** tenants attended an educational excursion to Ripley's aquarium in **Galloway** aid in healthy activities for Black youth and families.
- **96** tenants enrolled in an **African drumming experiential and educational program**, and 10 tenants created a women's group in **Tandridge**.
- **125** tenants engaged in Queer and new-comer focused initiatives in **200 Wellesley**.
- Community garden was constructed to benefit the entire high-rise building in **Adanac** for culturally responsive programs.

# Transition to Seniors Housing Corporation (TSHC)

+ Key Achievements



## Service Delivery

- Collaborated with TSHC prior to the transition to develop a *shared service agreement (SSA)* that outlines the Centre's core services and the relationship between the Centre and TSHC.
  - The SSA enables the Centre to function as TSHC's ABR experts while providing TCHC funding through consulting fee payments.



## Toolkits and Procedures

- Developed **three** guides for TSHC staff for responding to ABR in the workplace. This includes the following:
  - A guide for communications after racially charged incidents;
  - A guide for responding to anti-Black racism from seniors with mental health disorders; and,
  - A guide for responding to anti-Black racism from tenants and identifying racist behaviour and actions.



## TSHC Training

- Developed a training module on ABR in the workplace to increase the foundational knowledge and capacity of TSHC staff.
- Conducted a pilot with TSHC management to gather feedback of ABR training module to tailor it for TSHC staff.
- Collaborated with TSHC CEO and executive team to develop a schedule and communications plan for TSHC trainings.





# Challenges and Areas for Support

## **The Centre has faced challenges in the following areas:**

- Limitations with scaling ABR workshops and training across TCHC;
- Delayed timelines for CABR targets and action plan due to COVID restrictions and organizational changes; and
- Institutional readiness



# Key Areas of Focus

+ Priorities for 2023

## **For 2023 The Centre will focus on the following key areas:**

- Finalizing and getting approval on the ABR policy, leading to its adoption in TCHC;
- Race-based data collection strategy and piloting;
- Improving the services and quality of life for Black tenants;
- Refining ABR related complaints process from Black tenants and staff; and,
- Scaling ABR training and coaching for TCHC staff to build capacity and knowledge.
- Creating a culture of change around Return on Investment (ROI)



**Thank you!**  
Any questions?



**The Centre for Advancing the  
Interests of Black People 2022  
Divisional Update**