



## 2021–2025 Confronting Anti-Black Racism Strategy Report and Divisional Highlights for the Centre for Advancing the Interests of Black People

Item 13

April 28, 2026

Board of Directors

**Report:** TCHC:2026-19

**To:** Board of Directors (the “Board”)

**From:** Director, Centre for Advancing the Interests of Black People

**Date:** March 30, 2026

### **PURPOSE:**

The purpose of this report is to provide a cumulative review of the 2021–2025 Confronting Anti-Black Racism (“CABR”) Strategy and Action Plan. This report provides a summary of progress on the CABR Action Plan, unpacks achievements by the Centre for Advancing the Interests of Black People (the “Centre”) over the last four years, and provides a framing for the next phase of the Centre’s work.

### **RECOMMENDATION:**

It is recommended that the Board of Directors receive this report for information.

### **FINANCIAL IMPACT STATEMENT:**

There are no immediate financial impacts resulting from the recommendations in this report. Staffing resources and any consultations will be funded through the Centre’s 2026 existing operating budget.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial implications as presented in the Financial Impact section.

### **REASONS FOR RECOMMENDATION:**

Attachment 1 to this report provides a full review of the Centre’s 2021–2025 key achievements as it relates to the CABR Strategy and Action Plan. Years three and four progress updates are prioritized in this report, while statuses of years one and two action items are identified in charts throughout the report.

The report further provides an account of key implementation challenges that Toronto Community Housing Corporation (“TCHC”) experienced in implementing specific action items from the CABR Strategy and Action Plan, including lessons drawn from unmet deliverables to inform a stronger, more focused approach for the Centre’s next phase.

### **NEXT STEPS:**

For the next phase of the Centre’s work, there will be a strategic shift to focus on pathways to Black thriving in TCHC communities. Over the coming months, the Centre will:

- Develop a Black thriving framework to establish a high-level vision and identify enablers and barriers to thriving;
- Conduct targeted research to identify how the thriving framework applies to specific populations, starting with initial research focused on Black seniors, boys, and youth; and
- Create an 18-month strategy and operationalize the framework through ongoing engagement and research activities.

### **SIGNATURE:**

*“Chezlie Alexander”*

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Chezlie Alexander  
Centre Director

### **ATTACHMENTS:**

1. 2021-2025 CABR Report and Divisional Highlights for the Centre for Advancing the Interests of Black People
2. Bibliography

### 3. Centre Training Evaluations

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Item 13 – 2021-2025 Confronting Anti-Black Racism Strategy Report and Divisional Highlights for the Centre for Advancing the Interests of Black People

Public Board of Directors Meeting – April 28, 2026

Report #: TCHC:2026-19

## Attachment 1

### **2021–2025 CABR Strategy Report and Divisional Highlights for the Centre for Advancing the Interests of Black People**

#### **BACKGROUND:**

The persistence of anti-Black racism in Toronto’s communities has been a decades long problem, negatively impacting Toronto’s Black population. Given the effects, in 2017, the City of Toronto formally recognized the existence of systemic anti-Black racism and the need to strategically address it.<sup>1</sup> This led City Council to unanimously adopt the Five-Year Toronto Action Plan to Confront Anti-Black Racism.<sup>2</sup>

Systemic anti-Black racism manifests itself through institutional policies and practices that are socially reinforced and given credence. These practices undermine Black people in Toronto, often preventing them from thriving and realizing their full potential.

These effects were intensified in TCHC communities and work environments where present data indicated more than forty per cent (40%) of tenants and nineteen per cent (19%) of staff identified as Black.<sup>3</sup> Contextually, this implies Black identifying tenants and staff at TCHC encounter heightened systemic barriers and social taxes, bringing about frustration and a deep desire for change.

In 2020, the cumulative effects of the experiences of Black tenants and staff in combination with local and international social movements brought TCHC to a pivotal moment to bring about change. In response, Black staff leaders began discussions around anti-Black racism while ultimately advocating for tangible ways to combat it at TCHC. The results led to the creation of healing circles and consultations for staff, followed by strategic engagement sessions with Black tenants. In analyzing the themes and data from these engagements, Black staff noted the amplified need for change. More

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<sup>1</sup> City of Toronto, “Confronting Anti-Black Racism,” accessed January 21, 2026,

<https://www.toronto.ca/community-people/get-involved/community/confronting-anti-black-racism/>

<sup>2</sup> City of Toronto, “Confronting Anti-Black Racism.”

<sup>3</sup> Toronto Community Housing, 2023 Tenant Survey Key Findings, May 2024,

[https://torontohousing.ca/sites/default/files/2024-](https://torontohousing.ca/sites/default/files/2024-06/2023%20Tenant%20Survey_Key%20Findings_Final.pdf)

[06/2023%20Tenant%20Survey\\_Key%20Findings\\_Final.pdf](https://torontohousing.ca/sites/default/files/2024-06/2023%20Tenant%20Survey_Key%20Findings_Final.pdf), 23.

pressing, it demonstrated the need for a strategy prioritizing the health and wellbeing of Black tenants and staff, and the need to examine the ways systemic racism and anti-Black racism manifest in TCHC.

What proceeded was the creation of the CABR Strategy by the CABR Strategy team which was approved by the Board in February 2021.<sup>4</sup> Following the approval of the CABR Strategy, TCHC adopted an 8-Point Plan and Action Plan to be implemented by divisions.<sup>5</sup> Action items in the Action Plan were identified by Business Units in consultation with the CABR Strategy team.<sup>6</sup> To support the execution of the Action Plan, the Centre was created in December 2021.

During the last four years, the Centre has led the implementation of the CABR Action Plan through policy support, community workshops and engagement, corporate training, and coaching related to anti-Black racism.

The CABR Strategy and Action Plan have been integral to improving the service delivery model and quality of life for Black tenants. Given the size of TCHC's Black tenant population, these focused efforts can play a foundational role in actualizing TCHC's mission of fostering great neighbourhoods where people can thrive.<sup>7</sup>

For this report, the work is categorized by the eight (8) focus areas of the 8-Point Plan. This includes the following:

1. Addressing anti-Black racism and cultural redress;
2. Decent and fair housing;
3. Meaningful economic investment;
4. Healthy children, youth, and families;
5. Access to culturally responsive health and mental health services;
6. Community-centered safety;
7. Divesting from police culture; and,

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<sup>4</sup> Toronto Community Housing, *Confronting Anti-Black Racism Strategy*, February 2021, [https://torontohousing.ca/sites/default/files/2023-04/pdf\\_tchc\\_confronting\\_anti-black\\_racism\\_strategy\\_approved\\_by\\_the\\_board\\_on\\_february\\_26\\_2021\\_pdf.pdf](https://torontohousing.ca/sites/default/files/2023-04/pdf_tchc_confronting_anti-black_racism_strategy_approved_by_the_board_on_february_26_2021_pdf.pdf).

<sup>5</sup> Toronto Community Housing Corporation, *Confronting Anti-Black Racism Action Plan*, July 2021, 3, [https://torontohousing.ca/sites/default/files/2023-11/item\\_5\\_attachment\\_1-cabr\\_strategy\\_action\\_plan\\_final\\_a.pdf](https://torontohousing.ca/sites/default/files/2023-11/item_5_attachment_1-cabr_strategy_action_plan_final_a.pdf).

<sup>6</sup> Toronto Community Housing, *Confronting Anti-Black Racism Action Plan*, presentation, July 15, 2021, Slide 3-4, [https://torontohousing.ca/sites/default/files/2023-11/item-205-20-20attachment-202-20-20cabr-20action-20plan-20presentation-20final\\_a.pdf](https://torontohousing.ca/sites/default/files/2023-11/item-205-20-20attachment-202-20-20cabr-20action-20plan-20presentation-20final_a.pdf), slides 3-4.

<sup>7</sup> Toronto Community Housing, "Our Mission and Vision," accessed January 21, 2026, <https://torontohousing.ca/about-us/our-mission-and-vision>.

## 8. Uplifting social support networks.

The report provides highlights of key year-three and four accomplishments from the CABR Action Plan. The Action Plan identified 43 action items to be completed by divisions in consultation and collaboration with the Centre over this period. To date, twenty-six (26) action items have been completed or are ongoing initiatives, nine (9) are in-progress, six (6) have been repurposed, redefining or discontinuing the action items to better align with TCHC's strategic direction, and two (2) have not been started. A table in each section will show the statuses of action items in the Action Plan. For incomplete action items, the Centre remains committed to actively working with divisions to conclude where appropriate.

The Centre also supports emerging and ongoing major initiatives across TCHC not included in the Action Plan. Contributions to initiatives over 2024 and 2025, relevant to the Centre's focus areas, are discussed in this report.

### 1. Addressing Anti-Black Racism and Cultural Redress

Addressing anti-Black racism and cultural redress speaks to understanding the ways systemic racism has impacted the quality-of-life of Black TCHC tenants and staff. By understanding the various ways these groups are impacted, TCHC can identify the policy and procedural barriers to be removed. In turn, this improves TCHC's service delivery model and increases tenant satisfaction.

Key activities for addressing anti-Black racism and cultural redress can be seen in the table below.

Key Activities	Status	Divisional Lead
Establish the Centre to lead the development, implementation, coordination and reporting on TCHC's CABR Actions	<a href="#">Complete</a> (Q4 2021)	CEO
Create and implement annual training modules for TCHC employees and tenants	<a href="#">Complete</a> (Q3 2022)	The Centre
Establish Standard Operating Procedures (SOPs) to respond to: <ul style="list-style-type: none"> <li>• Occurrences of anti-Black racism directed at staff; and,</li> </ul>	Complete (Q2 2024)	The Centre

Key Activities	Status	Divisional Lead
<ul style="list-style-type: none"> <li>Occurrences of anti-Black racism directed at tenants</li> </ul>		
Establish a Tenant-Staff Oversight and Advisory Board to serve as an accountability function in supporting the Centre to guide TCHC's CABR implementation	<u>Ongoing</u> (Q4 2021)	The Centre
Provide bi-annual performance updates to the Board on TCHC's CABR Strategy Implementation	Ongoing	The Centre
Establish a cross-functional project team to design, implement, and monitor the collection of disaggregated race-based data	Repurposed	Strategic Planning and Data Intelligence
Update TCHC culture model to reflect CABR and Equity, Diversity, and Inclusion (EDI) competencies	Complete (Q1 2023)	People & Culture
Review Policy Management Framework applying CABR lens	Complete (Q2 2024)	Strategic Planning and Data Intelligence
Partner with Black tenants and establish a Tenant Editorial Board for the quarterly Tenant LOOP magazine	Repurposed	Strategic Planning & Communications
<p>The Development Division will host annual conversations with Developer partner leadership teams, their labour partners, and associated networks about:</p> <ul style="list-style-type: none"> <li>Creating pathways for Black TCHC tenants into trades and other professional opportunities; and,</li> <li>Anti-Black racism incidences and actions to confront them.</li> </ul>	Ongoing	Development
Apply anti-Black racism analysis to the Leadership Development Program	Complete (Q2 2024)	People and Culture
Develop an EDI e-learning module which includes an assessment of	<u>Complete</u> (Q2 2022)	People and Culture

Key Activities	Status	Divisional Lead
employee demographics and representational hiring needs		
Review Human Resources Divisional policies and programs: <ul style="list-style-type: none"> <li>• Recruitment activities</li> <li>• Hiring Policy</li> <li>• Attendance Support Program</li> <li>• Incorporate CABR and EDI competencies in job descriptions of management and exempt staff</li> <li>• Review inclusionary statement on job calls; and,</li> <li>• Develop standard operating procedures for involving Health &amp; Safety in performance management with the goal of enhancing support to employees</li> </ul>	<b>Complete</b> (Q4 2023)	People and Culture
Utilize the Performance Management Program to promote and assess the ongoing development of anti-Black racism and EDI competencies amongst management staff	Complete (Q1 2024)	People and Culture
Engage labour partners in a review of labour and employee relations policies and SOPs as it relates to anti-Black racism including: <ul style="list-style-type: none"> <li>• Collective Agreements</li> <li>• Memorandum of Understandings/Memorandum of Agreements</li> <li>• Non-Medical Accommodation Process; and,</li> <li>• Complaints Resolution Process</li> </ul>	Complete (Q2 2024)	People and Culture
Implement a Procurement Intake Whereby Business Units Will Assess the Impact the Project Will Have on TCHC's CABR Strategy and EDI Strategy	Repurposed	Finance

<b>Key Activities</b>	<b>Status</b>	<b>Divisional Lead</b>
Include CABR and EDI impact question on Vendor Award Committee applications	Repurposed	Finance
Develop a roster of Black and equity-deserving vendors	Repurposed	Finance
Hold information sessions with Black trade associations, chamber of commerce, and other organizations to raise awareness about TCHC's Request for Proposal process	In-Progress	Finance
Update Vendor Code of Conduct to reflect CABR, and EDI goals	In-Progress	Finance
Develop SOP and resources to improve service delivery experience of Black tenants: <ul style="list-style-type: none"> <li>• Review Solutions script to identify opportunities for inclusive and welcoming messaging</li> <li>• Review Call Centre script to identify opportunities for inclusive and welcoming messaging; and,</li> <li>• Develop resource guide for agents, maintenance dispatch staff, and complaints resolution staff</li> </ul>	In-Progress	Strategic Planning & Communications (Communications)
Implement anti-Black racism communications campaign targeted at staff and tenants	Complete (Q4 2024)	Strategic Planning & Communications (Communications)

The key deliverables reported under this priority include the following areas:

- Policy support and building organization culture;
- Centre trainings;
- Tenant-Staff Oversight and Advisory Board;
- Confronting anti-Black racism engagements for Strategic Plan;
- Establish a cross-functional project team to design, implement, and monitor the collection of disaggregated race-based data;

- The Development division hosting annual conversations with developer partner leadership teams, their labour partners, and associated networks;
- Implement a procurement intake whereby Business Units will assess the impact the project will have on TCHC's CABR Strategy and EDI Strategy;
- Hold information sessions with Black trade associations, chamber of commerce, and other organizations to raise awareness about TCHC's Request for Proposal process;
- Update Vendor Code of Conduct to reflect CABR, and EDI goals; and
- Develop SOP and resources to improve service delivery experience of Black tenants.

### ***Policy Support and Building Organizational Competency***

Between 2022 and 2025 the Centre provided 797 hours of policy and consulting support to divisions and Business Units, with 250 hours being provided in 2024. Policy and consulting support provided divisions with subject matter expertise for the following:

- Policy development and review;
- Program and service delivery;
- Corporate strategic guidance; and,
- Support for staff in addressing anti-Black racism.

The Centre further developed toolkits to build staff competency when applying a CABR lens to their work. With nearly 800 hours spent providing policy support, a clear knowledge gap was bridged in TCHC's service delivery.

The Centre hosted seven lunch and learn sessions with more than 600 total attendees. Four of those lunch and learns were hosted in 2024 with nearly 300 attendees. Topics discussed how to confront anti-Black racism in the workplace as well as tools and resources to support Black tenants and staff.

Lunch and learns played a pivotal role in fostering TCHC staff's knowledge as they built on the foundational content learned during the Centre's training. They further provided practical pathways to confront anti-Black racism in staff's day-to-day jobs. In feedback forms staff indicated the lunch and learns amplified the CABR Strategy and improved staff knowledge on Black history and how to identify and address anti-Black racism.

### ***The Centre's Trainings***

The Centre's training built institutional readiness and enhanced TCHC's service delivery model to meet the needs of Black TCHC tenants. The training built staff competency by equipping them with foundational knowledge and language to identify, discuss, and challenge anti-Black racism at TCHC. Staff had the following to say about the training:

*“Partnering with the Centre on various learning and leadership development initiatives helped our team develop an understanding of the experiences of our Black staff and tenants. The Centre also helped us shape a vision of a future free of systemic barriers and full of opportunity for our Black staff. CABR is a key component of our learning and development strategies, and we hope to continue our partnership with Centre staff as we launch new programs over the next few years.”* (Learning Organization & Development)

*“The Centre's training resonated with me and strengthened my ability to collaborate with staff and tenants. It provided valuable confirmation and a clear framework to help educate and articulate why focusing on anti-Black racism does not diminish or exclude the experiences of other racialized and marginalized groups. Instead, it enhances our understanding of shared challenges and supports the development of tangible solutions to address inequities affecting all communities.”* (Raven Williams Supervisor Revitalization and Renewal Communities)

The CABR Action Plan required TCHC staff to take Centre training to enhance their capability to identify and confront anti-Black racism. Training was executed through the work of the Education and Advocacy Consultant with a training session being approximately six (6) hours.

The Action Plan used a success benchmark of 12,000 total staff hours committed to CABR training across all staff. The Centre's training course scaled over three (3) years to meet this benchmark:

- In Q4 of 2022, 164 staff were trained, totaling 984 hours. The lower amount is due to ideation, training socialization, and curriculum development and testing in the first two (2) quarters of 2022.
- In 2023, 795 were trained over forty-one (41) sessions, totaling 4,770 staff hours of training.

- In 2024, 1,061 TCHC staff were trained over seventy-five (75) sessions, totaling 6,360 staff hours of training. In January 2025, two (2) sessions were offered to sixty (60) staff of which thirty-three (33) staff attended the sessions.

The Centre used a self-evaluation survey to assess the impact of the training. Pre- and post-assessments were used to offer a comparative analysis.

Self-evaluations were aimed at understanding two (2) outcomes of the training:

1. Whether staff could explain what anti-Black racism is and how it manifests itself; and,
2. How comfortable staff felt in addressing anti-Black racism or understood appropriate steps to address anti-Black racism complaints.

With respect to staff's ability to explain anti-Black racism, staff's knowledge and ability to explain anti-Black racism increased by more than twenty per cent (20%). Survey data indicated prior to the training approximately seventy-four per cent (74%) of participants agreed or strongly agreed they could explain what anti-Black racism is and how it manifests. In comparison, post training survey data indicated nearly ninety-seven per cent (97%) of participants agreed or strongly agreed they could explain what anti-Black racism is and how it manifests itself. Notably, those who strongly agreed increased by over fifteen per cent (15%) in post-training data. This can be seen in Attachment 3, Figure 1 and Figure 1a.

Survey data indicated comfortability with addressing anti-Black racism improved after the training. When assessing the cumulative answers of staff who indicated they were either "somewhat comfortable", "very comfortable", and "extremely comfortable", the training led to a nearly seven per cent (7%) increase in comfort levels. Most notable is the increase in those feeling "very comfortable" as the training led to a fifteen per cent (15%) increase in this area. This can be seen in Attachment 3 Figure 2 and Figure 2a.

Overall, the data clearly demonstrates an increase in staff knowledge of anti-Black racism. The training provides staff with the foundational insight to identify anti-Black racism in overt and covert circumstances, and recognize potential steps take. It further reveals the perceptions of TCHC's overarching customer service, and the dynamic role the Centre can play in improving service delivery through focused collaboration.

Taken together, it can be reasonably concluded the training has increased the competency of staff, building their foundational understanding of anti-Black racism.

In saying this, the Centre recognizes our training will need to evolve to support the nuanced needs and day-to-day work of TCHC staff. This is particularly relevant for front-line staff who, at times, struggled to connect the foundational learnings of the CABR training to their front-line duties. Moreover, research has demonstrated the effect of training in the areas of anti-racism and EDI diminishes after the initial training session.<sup>8</sup> This means the impact of training has short-term impact and requires continuous and intentional engagement.

### ***Tenant-Staff Oversight and Advisory Board***

At the onset of the Centre, Black staff and tenants identified the need for consistent community engagement throughout the implementation of the CABR Strategy. As part of the Action Plan, staff created the Tenant Staff Oversight and Advisory Board (TSOAB) composed of 11 diverse Black staff and tenants. The TSOAB solely functioned in an advisory capacity to ground the Centre's work in community.

In 2023, staff members of the TSOAB and the Centre leadership recognized the need to build capacity of tenants as part of the TSOAB, and decided the best path forward was to establish a Black Tenant Participatory Committee to elevate the voices of Black tenants. During this time the Centre worked alongside the outgoing staff co-chairs to establish terms of reference for the new iteration of the committee.

Since this decision, the Centre has strategically paused the Black Tenant Participatory Committee. The committee will be re-established once the Centre has concluded its foundational work in understanding what thriving looks like for Black tenants and staff. In the interim, the Centre will continue to leverage existing tenant spaces to engage with Black tenants.

### ***Centre Engagements for Strategic Plan***

In September 2024, TCHC hosted a strategic planning session with Black tenants from across the city. The session was co-facilitated by TCHC's Strategic Planning team and the Centre and was the first of its kind. This

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<sup>8</sup> Elizabeth Levy Paluck, Roni Porat, Chelsey S. Clark, and Donald P. Green, "Prejudice Reduction: Progress and Challenges," *Annual Review of Psychology* 72 (2021): 533–560, <https://doi.org/10.1146/annurev-psych-071620-030619>.

marked a pivotal step in making sure the voices of Black tenants are directly involved in shaping TCHC's 2025–2029 Strategic Plan.

Overall, tenants revealed priorities reflecting the needs of Black tenants should include the following:

- Quality services and maintenance in their homes and communities;
- Greater accountability from TCHC staff;
- Increased economic initiatives in Black communities;
- Long-term, sustainable programming;
- Increased opportunities to participate in decision-making processes; and,
- The creation of culturally responsive programs for Black tenants.

The support of the Centre in engaging Black tenants aided in aligning the plan with the diverse needs of TCHC's communities. With the Centre's community connections and expertise, TCHC was able to have meaningful conversations that identified gaps and demonstrated the passion of our Black tenant community.

The focus areas were used to inform the Strategic Plan to ultimately improve TCHC's service delivery model while centering Black tenants in decision-making. This is important as the insights and perspectives shared during this session are necessary to drive long-term strategies that better serve Black tenants.

***Establish a Cross-Functional Project Team to Design, Implement, and Monitor the Collection of Disaggregated Race-Based Data***

In 2022, the Centre conducted qualitative pre-scoping exercises to identify in-scope areas of work for the ethical collection of race-based data. This was done to understand the current state of data collection within TCHC and was accomplished through interviews with subject matter experts across divisions. Major themes regarding race-based data collection gaps identified within the scoping exercise include the following:

- Privacy issues regarding tenant data collection when collecting disaggregated data;
- Identifying locations and permissions for data collection storage, usage, and access;
- Lack of overarching data governance, standards, and definitions for TCHC;

- Education and awareness regarding data collection purposes for tenants;
- Readiness of TCHC to manage data effectively and limitations on internal data expertise; and,
- Ensuring follow-through between data collection and actions taken in response to information.

It was identified through this process that a comprehensive race-based data collection strategy is contingent on TCHC finalizing a Data Strategy. TCHC approved an overarching Data Strategy in 2025. In 2026, under the Data Strategy, the organization is designing a Data & Analytics Operating Model for TCHC. This includes designing a fit-for-purpose structure and rollout plan for how data and analytics work is resourced and delivered across the organization. The Centre has been engaged in the Request for Proposal (RFP) process to ensure race-based data collection is imbedded into the model.

The Centre also collaborated with the People and Culture, Strategic Policy, and Finance divisions regarding the Workforce Diversity Census and Inclusion Survey, the Tenant Survey, and the Voluntary Vendor Diversity Demographic Questionnaire to establish base line data regarding our staff, tenants, and vendors. The ethical use and collection of race-based data will inform decisions across TCHC. Working groups and committees are being formed to gain perspectives across data intelligence, legal, EDI, tenant engagement, tenancy management, revitalization, and community economic development initiatives.

### ***The Development Division Hosting Annual Conversations with Developer Partner Leadership Teams, Their Labour Partners, and Associated Networks***

In the Action Plan, Development identified hosting annual conversations with Developer partner leadership teams, their labour partners, and associated networks. Conversations were to discuss:

- Creating pathways for Black TCHC tenants into trades and other professional opportunities; and,
- Anti-Black racism incidences and actions to confront them.

In relation to conversations to create pathways for Black TCHC tenants into trades, in 2024 Development presented a report on how tenants are engaged

and supported to access revitalization leveraged community economic develop (CED) opportunities to the Board and the Tenant Services Committee (“TSC”). Development provides annual reports to TSC and the Building Invest, Finance and Audit Committee (“BIFAC”) to convey how pathways into trades and other professional opportunities are created.

Development worked with developers, industry councils, and the trades to address incidences of anti-Black racism. These efforts led to the development of several declarations and workplace policy shifts within the construction industry. As it pertains to work win TCHC’s construction sites, the Development division has suggested policies and procedures be anchored in procurement practices. In the past, when Development intervened to address issues of discrimination, all actions were legally governed by contracts through procurement law and business contracts. As such, Development has recommended RFPs specify the requirements, policies, and procedures vendors and TCHC will follow when incidents with TCHC vendors or partners take place.

***Hold Information Sessions with Black Trade Associations, Chamber of Commerce, and other Organizations to Raise Awareness About TCHC’s Request for Proposal Process***

This action item was developed in recognition of the systemic barriers Black-owned businesses face in accessing institutional procurement opportunities. This outreach process was also recommended to BIFAC on January 25, 2024, when enabling mid-sized vendors to bid was discussed in recognition of the existing awareness gap.<sup>9</sup>

Small businesses, especially those not connected to existing contractors or procurement agencies, often have difficulty accessing and securing contracting opportunities. By holding targeted information sessions TCHC aims to proactively close this awareness gap, ensuring qualified Black-owned businesses are equipped to engage with and respond to TCHC’s RFP process on equal footing. This action is a meaningful step toward making TCHC’s procurement ecosystem more accessible and reflective of the communities it serves. It will primarily support the ongoing Social

<sup>9</sup> Toronto Community Housing Corporation, “Strategic Procurement Update: Enabling Mid-Sized Vendors to Bid on Work at TCHC,” Report BIFAC:2024-02, Building Investment, Finance and Audit Committee, January 12, 2024, [https://torontohousing.ca/sites/default/files/2024-10/Item%2012%20-%202024-02%20-%20Strategic%20Procurement%20Update%20Enabling%20Mid-Sized%20Vendors%20to%20Bid%20on%20Work%20at%20TCHC%20%28R%29%202\\_a.pdf](https://torontohousing.ca/sites/default/files/2024-10/Item%2012%20-%202024-02%20-%20Strategic%20Procurement%20Update%20Enabling%20Mid-Sized%20Vendors%20to%20Bid%20on%20Work%20at%20TCHC%20%28R%29%202_a.pdf).

Procurement Strategy work which focuses on the intentional use of tenant business and social enterprises. While this remains a priority action, completion of this project is not expected until 2027.

***Update Vendor Code of Conduct to Reflect CABR, and EDI goals***

In March 2026, a kick-off meeting was held to initiate the review of TCHC's Vendor Code of Conduct. As an outcome of this meeting, a working group was established, inclusive of the Centre and EDI, to guide the review and ensure both the Centre and EDI's goals are meaningfully reflected in the updated document. An initial review of the policy is underway and expected to be completed within March, with the updated Vendor Code of Conduct anticipated to launch and be implemented in Q2.

***Implement a Procurement Intake Whereby Business Units Will Assess the Impact the Project Will Have on TCHC's CABR Strategy and EDI Strategy***

When the Action Plan was developed, TCHC recognized projects and vendor contracts could dynamically impact tenants and staff from Black and racialized communities. If planned intentionally, dollars spent could lead to improvements in the quality of life for these groups. This led to the creation of the goal to assess TCHC's procurement intake process to prompt Business Units to intentionally consider the impact on TCHC's CABR Strategy and EDI goals.

The Centre and the Strategic Procurement Unit (SPU) reviewed the procurement request form with the intention to provide guiding assessment questions for Business Units. Upon further review, the Centre and SPU are refining the approach to this action item. The original intent, to assess the impact of procurement activities on TCHC's CABR and EDI strategies, remains unchanged. However, the mechanism for doing so is being reconsidered.

The procurement intake model, which places the onus on Business Units to evaluate a vendor's potential contribution to CABR and EDI objectives, has limitations. Business Units may not have sufficient visibility into a vendor's equity practices, workforce composition, or community impact to make a meaningful assessment at the intake stage.

As a result, SPU and the Centre are shifting focus toward embedding these requirements directly into the RFx process. This approach places the responsibility on vendors themselves to demonstrate how their business,

practices, and partnerships align with and advance TCHC's CABR and EDI Strategies. This shift ensures CABR and EDI considerations are built into vendor selection rather than assessed upstream by Business Units, creating a more consistent, accountable, and meaningful evaluation framework.

### ***Develop SOP and Resources to Improve Service Delivery Experience of Black Tenants***

In 2022, the Centre and Operations formed a working group to do the following:

- Review the Solutions script to identify opportunities for inclusive and welcoming messaging;
- Review the Call Centre script to identify opportunities for inclusive and welcoming messaging; and,
- Develop a resource guide for agents, maintenance dispatch staff, and complaints resolution staff.

In 2023, the then Vice President of Strategic Planning and Communications sponsored the project and connected the Centre's efforts with the Communications team who were researching the customer service experience across TCHC. The project subsequently shifted from a project owned by Operations to Strategic Communications.

In Q4 of 2023, workshops were held to gather insight on staff experiences delivering service to tenants. The workshop intended to identify points to improve TCHC's service delivery. The project faced delays due to staff changes in the Centre and Strategic Communications. In Q4 of 2025, the Centre and Communications reprioritized this project with work to review scripts beginning in Q1 of 2026. Clear timelines for this project will be established upon its relaunch.

## **2. Decent and Fair Housing**

TCHC's commitment to decent and fair housing requires the social housing provided to be clean, safe, and modern. As part of this commitment, some foundational work is being done to ensure the voices of Black TCHC tenants are adequately reflected in development decisions. This consists of information gathering to understand Black tenants' spacing needs, procedural review, and awareness campaigns to bridge knowledge gaps of institutional maintenance processes for tenants.

Key activities for decent and fair housing can be seen on the table below.

<b>Key Activities</b>	<b>Status</b>	<b>Divisional Lead</b>
FM, in collaboration with the Centre and other implicated divisions, will create a process and cross-divisional group to assess and/or refresh amenity spacing needs in target communities	In-Progress	Facilities Management
Review processes to respond to industry challenges and opportunities to improve the revitalization experience of Black and equity-deserving tenants: <ul style="list-style-type: none"> <li>• Marketing plans for revitalization</li> <li>• Planning, design, and delivery of amenity spaces</li> <li>• Community Priority Report to inform developer selection</li> <li>• Relocation (selection of offsite communities)</li> </ul>	Ongoing	Development
Release a tenant survey in targeted developments to identify and inform capital priorities	Not Started	Facilities Management
On an annual basis share the list of completed or in-flight capital projects by region	Complete	Facilities Management
Implement an integrated communication and engagement program in	<u>Complete</u> (Q4 2023)	The Centre

Key Activities	Status	Divisional Lead
targeted developments and targeting Black tenants to raise tenant awareness: <ul style="list-style-type: none"> <li>• Centre;</li> <li>• Submitting repairs;</li> <li>• OCHE;</li> <li>• RGI rule changes;</li> <li>• Crisis transfer policy / all transfers;</li> <li>• Housing stability fund;</li> <li>• Economic programs and services;</li> <li>• Tenant safety; and,</li> <li>• Anti-racism communication campaign.</li> </ul>		

The key deliverables reported under this priority include the following areas:

- Create a process and cross-divisional working group to assess and refresh amenity spacing needs in targeted communities;
- Review processes to respond to industry challenges;
- Release tenant survey in targeted developments to identify and inform capital priorities;
- Share the list of completed or in-flight capital projects by region annually; and,
- Implement an integrated communication and engagement program in targeted developments.

***Create a Process and Cross-Divisional Working Group to Assess and Refresh Amenity Spacing Needs in Targeted Communities***

As of 2026, discussions for the development of a formal cross-divisional structure are underway to identify and prioritize community space repair needs. Business Units relevant to this cross-divisional approach may include Facilities Management, Programs and Partnerships, and the Centre. This work also needs to be coordinated with the cross-divisional work on Agency Use of Space inventory.

This group has the potential to leverage data collected through the Community Space Information Sheet to ensure repair priorities are informed by consistent data and aligned with desired outcomes. The TCHC Community Space Information Sheet is a comprehensive template designed to capture key data on community spaces and amenities across the organization.

### ***Review Processes to Respond to Industry Challenges***

In 2025, Development had an initial draft of an updated review of its Relocation Policy with the support of Strategic Planning and Communications. The Policy is now tracking towards a report to the Board in 2027. The Centre along with other critical Business Units will be commenting on the core tenets of the updated policy in Q2 of 2026.

### ***Release Tenant Survey in Targeted Developments to Identify and Inform Capital Priorities***

At the time of writing this report, Facilities Management has not launched a standalone tenant survey specific to identifying capital priorities. Capital planning and project selection are currently driven through established condition-based assessments, lifecycle data, and prioritization frameworks focused on health, safety, and state of good repair.

Currently, there exists a precedent for hosting local capital information meetings which have been successful approaches utilized in the past. Building on previous informational meetings, Facilities Management and the Centre will identify two (2) to three (3) pilot communities to host engagement sessions where tenants can learn about capital projects and provide feedback on future priorities. These pilot engagements are anticipated to align with the 2027 budgeting cycle and are expected to take place in Q3 2026.

### ***Share the List of Completed or In-Flight Capital Projects by Region Annually***

In October 2025, Facilities Management provided the Centre with the 2024 capital spend breakdown by region, including percentage distributions. Representatives from the Centre are now included in Facilities Management's weekly Category Report, which includes a summary list of all projects in flight and provides transparency of the ongoing capital work in real time.

Through Capital Planning, Facilities Management is also exploring the ability to deepen their analysis by benchmarking spend against facility condition assessments and unit distribution. Facilities Management has also noted a single-year snapshot has limitations, while a more meaningful analysis provides sightlines for multi-year trends alongside asset condition, unit distribution, and demand signals. The Centre and Facilities Management will discuss further how best to present this information for future reporting cycles considering the value that can be derived from formalizing an annual summary within this context.

### ***Implement an Integrated Communication and Engagement Program in Targeted Developments***

When the CABR Strategy was created, a theme identified through consultations with tenants was the awareness gap in navigating TCHC's system. As part of the work of the Tenant Training Facilitators (TTFs), a systems navigation workshop was developed to build the understanding of Black tenants. The workshop sought to raise awareness about the following:

- The Centre;
- Submitting repairs;
- RGI rule changes;
- The Crisis Transfer Policy and other transfers; and,
- Economic programs and services.

The work of the TTFs in this area was important because the knowledge gap in navigating TCHC's system often led to frustration and diminished quality of life for Black tenants in crisis. The workshops addressed the gap in understanding how to navigate TCHC's policies and procedures and built tenants' knowledge on how their tenancies are impacted by these policies and procedures in question.

### **3. Meaningful Economic Investment**

Meaningful economic investment speaks of TCHC's commitment to supporting and providing meaningful economic opportunities. This happens through investments, the creation of pathways to employment and promotion of Black staff, and mobilizing local resources such as people, capital, and organizations for staff and tenants.

Key activities for meaningful economic investment can be seen in the table below. Not included in the table, but discussed in this section, is leveraging

the annual internship program and identifying potential projects for delivery by tenant businesses, driven by the Facilities Management division. In the Action Plan, Facilities Management is identified as a support division for increasing internship opportunities and the social procurement strategy. Facilities Management is advancing work in these areas.

<b>Key Activities</b>	<b>Status</b>	<b>Divisional Lead</b>
Leverage private sector partnerships to support TCHC's community and tenant economic development targets, CABR Strategy, and EDI Strategy	Ongoing	Development
Provide increased internship options and opportunities for tenants	Ongoing	Operations: Programs & Partnerships
Develop a social procurement strategy and framework	Ongoing	Operations: Programs & Partnerships
Explore partnership opportunities to provide interested Black tenants and tenant groups with training opportunities that may lead to direct employment with TCHC or other employers	Ongoing	Operations: Regions

The key deliverables reported under this priority include the following areas:

- Leverage private sector partnerships to support TCHC's community and tenant economic development targets, CABR Strategy, and EDI Strategy;
- Provide increased internship options and opportunities for tenants;
- Develop a Social Procurement Strategy and framework;
- Explore partnership opportunities for Black tenants and tenant groups with training opportunities for potential employment;
- Identify capital projects for delivery by tenant businesses or social enterprises;
- Participate in an Annual Internship Program for Engineering, Design, and Architecture; and,

- The Centre Funds and community financial investment.

***Leverage Private Sector Partnerships to Support TCHC's Community and Tenant Economic Development Targets, CABR Strategy, and EDI Strategy***

The Development division has secured investments through Developer RFPs, leveraged employment with vendors, and has worked with community groups to support them to access funding to support underrepresented tenants to access CED opportunities.

By leveraging private sector partnerships, Development has successfully implemented initiatives aimed at enhancing economic development opportunities for tenants in underrepresented communities. Key achievements include securing investments through Developer RFPs and providing critical support to tenants in accessing funding. Since 2006, efforts in revitalization sites including Regent Park have established a foundation for ongoing CED. Recent survey data revealed a significant percentage of employed tenants identify as Black or Black, Indigenous, and People of Colour (BIPOC), highlighting the impact of these initiatives. In 2024, a survey of tenants employed in construction or professional jobs revealed fifty-nine per cent (59%) identify as Black, and ninety-five (95%) as BIPOC.

Between 2014 and 2024, 307 scholarships worth \$960,000 were awarded with forty-seven per cent (47%) of the sixty-one (61) recipients surveyed identifying as Black, and eighty-three per cent (83%) identifying as BIPOC. In 2025, fifty-eight (58) scholarships worth \$188,000 were awarded to tenants through developer investments, with demographic data from forty-nine (49) recipients showing eighty-eight per cent (88%) were BIPOC, and forty-six per cent (46%) were Black. These findings underscore significant progress in promoting economic opportunities and support for underrepresented tenants within the community.

In addition, Development has awarded scholarships to tenants, supported youth training programs, and organized career exploration days focused on engineering and trades, further enhancing pathways to economic empowerment. The allocation of over \$200,000 in social procurement to emerging tenant businesses underscores the commitment to fostering a robust economic environment within the community. Overall, the collaborative efforts between the Development division and private sector partners have made meaningful strides in advancing TCHC's community and tenant economic development targets.

***Provide Increased Internship Options and Opportunities for Tenants***

The CED team provided employment opportunities to 146 youth through the YouthWorx program. TCHC youth aged 14–18 years were hired as Youth Community Workers (YCWs) for an 8-week period. In addition to paid employment, youth participated in weekly skills development workshops, collaborated with TCHC staff and supported the delivery of a community event.

Internship opportunities were also provided throughout Q2 and Q4 of 2025 for tenants. Specifically, between May and July, fifteen (15) TCHC tenants participated in a 12-week paid internship. From October to December, internship opportunities were then offered to fourteen (14) tenants aged thirty-five (35) years and older. Alongside employment, interns received professional development training in a variety of topics such as project management, financial literacy, career management, and teamwork. Interns also had opportunities to explore revitalized TCHC communities and engaged in a speed networking session with Managers from TCHC Business Units to broaden their exposure. CED continues their ongoing work in this area.

***Develop a Social Procurement Strategy and Framework***

The Programs and Partnerships unit led the development and implementation of TCHC's first formal Social Procurement Strategy. It is governed by TCHC's Procurement Policy and Procurement Procedures and implemented with the support of an integrated system. The strategy focuses on the intentional use of tenant businesses and social enterprises, and an increase in contracts awarded to tenants. As such, the strategy has grown to involve repurposed action items from the Finance Division's commitments.

For 2025, part of this work included developing a Social Procurement Framework to leverage TCHC's purchasing power for improved socioeconomic outcomes. Efforts resulted in \$3.5 million awarded to social procurement vendors, which includes vendors from TCHC communities. As TCHC builds upon its work in social procurement, Programs and Partnerships will continue to lead its development and reporting in the appropriate, while the Centre supports their efforts.

***Explore partnership opportunities for Black Tenants and Tenant Groups with Training Opportunities for Potential Employment***

Over 2025, the Operations division and the Centre worked together to involve TCHC in the City Serve program and expand it across regions for different groups of TCHC tenants. Led by the Centre, five (5) youth from Neptune were hired for a 40-week program supporting them with building life and career skills. By the end of the program, tenants will have mapped out a path forward for a career, potentially pursuing education or training opportunities for success. This work will continue throughout 2026.

***Identify Capital Projects for Delivery by Tenant Businesses or Social Enterprises***

The Facilities Management division has been engaged in exploratory conversations related to social procurement and opportunities for greater participation by tenant businesses and equity-seeking enterprises. This includes discussions around construction preparation activities, moving services, and other ancillary scopes that may be suitable for alternative delivery models.

To date, work in this area has focused on understanding existing procurement constraints, identifying feasible entry points, and aligning with the CED team and the Social Procurement group. More work is required to translate ideation into defined pilot opportunities. This remains an area identified for continued cross-divisional collaboration.

To further this work, Facilities Management has also led discussions related to the following:

- Identifying and mitigating barriers in TCHC's RFP and bidding process through discussions about hosting information and feedback sessions with minority-owned firms. In support of this work, Facilities management successfully completed outreach to the Black Architects and Interior Designers Association;
- Engaging with partners and interest groups to build awareness of vendors about the RFP process and ensure opportunities are communicated more equitably and broadly; and,
- Clarifying the intended outcome of increasing participation of tenant-owned and social enterprises in Facilities Management delivered capital work while maintaining procurement integrity.

### ***Participate in an Annual Internship Program for Engineering, Design, and Architecture***

The Facilities Management division is committed to promoting TCHC's existing annual internship program as a key pathway for emerging talent to gain meaningful experience in engineering, design, and architecture. Through discussions with the CED team, Facilities Management is actively encouraging and welcoming participation across the program's two defined cohort streams:

- Recent graduates: This pathway focuses on entry-level workforce integration to bridge work experience gaps; and,
- The "Returnship" Program: This pathway supports parents re-entering the workforce and internationally educated professionals.

A designated staff from the Design and Engineering team has been identified as an internal champion to promote the program and ensure prospective interns are connected to the right opportunities with the department. Facilities Management will focus on building awareness and fostering a welcoming environment that supports interns in exploring and developing career building opportunities within the department.

Looking ahead, there may be an opportunity to explore a more tailored pathway that further deepens Facilities Management's ability to attract and nurture emerging professionals in collaboration with the Centre. In the interim, the focus remains on leveraging the existing organizational model to open doors for the next generation of TCHC talent.

### ***The Centre Funds and Community Financial Investment***

Through the Centre Funds a total of \$85,000 was invested in TCHC communities across 17 initiatives. The Centre Funds provided Black tenants with funding for Black-led, Black-focused, and Black-serving initiatives. As a result of the Centre Funds, tenants were able to develop culturally specific programs that educated youth on Black history, organize trips and events, and develop community gardens that provided culturally relevant and healthy food. The Centre Funds have been a vital component of the Centre's work because it empowers Black tenants who are already doing work in their communities and have existing relationships and knowledge of community. This ensures the resources are given to communities and tenants who need them most. For 2024, \$45,000 was distributed across 9 initiatives with an estimated impact of nearly 500 tenants.

**4. Healthy Children, Youth, and Families**

The priority of healthy children, youth, and families can only be realized through long-term investments in tenant-led, sustainable, and need-based programming for TCHC communities.

Key activities for Healthy Children, Youth, and Families can be seen on the table below.

<b>Key Activities</b>	<b>Status</b>	<b>Divisional Lead</b>
Explore the feasibility of providing digital kiosks machines in developments with lower levels of internet connectivity, so tenants can access key online services (pay rent, book space, etc.)	Repurposed	Information Technology Services
Pilot an online platform for tenants to view their accounts, complete work orders, and access TCHC staff	In-Progress	Information Technology Services
Implement a Cadet Program for TCHC youth to help develop good citizenship, leadership and life skills	Complete (Q4 2024)	Community Safety Unit

The key deliverables reported under this priority include the following areas:

- Explore the feasibility of providing digital kiosks machines in developments with lower levels of internet connectivity;
- Pilot an online platform for tenants to view their accounts, complete work orders, and access TCHC staff;
- Implement a Cadet Program for TCHC youth to help develop good citizenship, leadership and life skills; and,
- Building competency and capacity and supporting the health of Black TCHC tenants and communities.

### ***Explore The Feasibility of Providing Digital Kiosks Machines in Developments with Lower Levels of Internet Connectivity***

When the Action Plan was developed, the intent of exploring digital kiosks was to support equitable access to digital services in TCHC communities. Since then, TCHC's digital environment has evolved, with newer developments incorporating improved digital infrastructure. As a result, the deployment of standalone digital kiosks no longer aligns with TCHC's strategic direction.

Accordingly, Information Technology Services (ITS) and the Centre have repurposed this action item to focus more broadly on understanding and addressing gaps in equitable access to digital services across TCHC communities. As the Centre continues to define its future service model, ITS and the Centre will work collaboratively to identify and address these gaps.

In parallel, TCHC has already taken steps to improve digital access, including:

- Offering our communities low-cost internet service (\$20/month) through the Rogers Connected for Success program;
- Partnering with the City of Toronto to deliver ConnectTO, providing free internet access in TCHC communities; and
- Providing internet access within Community Recreation Rooms.

### ***Pilot an Online Platform for Tenants to View Their Accounts, Complete Work Orders, and Access TCHC Staff***

Digital enablement is being advanced through the formal establishment of the HoMES Program, with governance now in place and cross TCHC representation to support shared ownership and successful outcomes. The program is co-led by Operations and ITS, incorporating lessons learned from prior implementations and reinforcing joint accountability for delivery.

As part of this work, tenant digital enablement—including the rollout of a Tenant Portal and targeted enhancements to existing Yardi functionality—is being addressed through structured discovery and planning. Scope definition and delivery planning are targeted for completion in Q2 2026, with funding approved through the 2026 budget to support this work.

The Centre will continue to collaborate with ITS to ensure equity and access considerations, including support for healthy Black communities and tenants,

are embedded in delivery. The Centre will continue to aid ITS with its efforts to support healthy Black communities and tenants.

### ***Implement a Cadet Program for TCHC Youth to Help Develop Good Citizenship, Leadership and Life Skills***

The Centre collaborated with the Community Safety Unit (CSU) to launch the Cadet Program for TCHC Youth in Q4 2024. The program has changed from hiring six (6) cadets to hiring two (2) and is now entering its second cohort with three participants. The program focuses on developing leadership, good citizenship, and essential life skills, particularly benefiting Black youth interested in law enforcement careers. Key achievements include skill development, increased interest in law enforcement jobs, positive community engagement, and fostered trust between youth and local law enforcement agencies.

To enhance the program's impact, recommendations include increasing cadet intake to the original goal of six (6) by seeking additional funding and partnerships. Additional funding will support with introducing specialized training and the expansion of the mentorship program with law enforcement professionals. Enhancing community engagement initiatives and regularly gathering feedback will also improve the program's effectiveness. By continuing to invest in these young leaders, the Cadet Program can further create opportunities and strengthen community relationships, making a lasting difference in the lives of participating Black youth.

### ***Building Competency and Capacity and Supporting the Health of Black TCHC Tenants and Communities***

When the CABR Strategy was developed, TCHC recognized the need to support Black tenants and communities differently. This called for offering culturally specific programs, education and awareness campaigns to bridge knowledge gaps related to TCHC's processes, and connecting tenants with resources to build their capacity to support their communities.

The Centre's TTFs connected tenants the CABR Strategy through education and programs that considered local contexts and needs. Between 2022 and 2025 over 2,400 tenants were connected to the CABR Strategy through communications, Centre awareness campaigns, and community collaborations to introduce needs-based and culturally specific programs.

TTFs conducted extensive outreach with staff to approach communities to understand service and resource gaps. TTFs then codesigned a menu of workshops including the following:

- Emotional intelligence;
- Financial literacy;
- Trauma informed practices; and,
- Confronting anti-Black racism.

In total, 29 workshops were offered between 2022 and 2025 to tenants. TTFs also facilitated Centre programming for YouthWorx, Midnight Basketball, League of Her Own, Black Youth Focus Groups, and the Investing in Our Diversity Scholarship Fund. The work of the TTFs addressed these gaps, ultimately supporting building quality environments and ensuring Black communities are not isolated.

In 2024, the Centre also collaborated with Strategic Communications to help build awareness about the Centre’s mandate and inform tenants and staff about initiatives led by the team. Building this collaboration enhances service delivery and deepens institutional capacity to respond to TCHC communities.

Using videos and written stories the Centre and Strategic Communications amplified the experiences of Black tenants and the impact of the Centre training for staff. This included nineteen (19) stories across multiple TCHC communications channels (i.e., emails, external website, intranet, social media, Tenant LOOP), and the year-in-review video which highlights how the Centre is implementing the CABR Strategy through partnerships and collaboration.

**5. Access to Culturally Responsive Health and Mental Health Services**

Access to culturally responsive health and mental health services requires TCHC to analyze how it supports the health and mental health of Black staff and tenants.

Key activities for culturally responsive health and mental health services can be seen in the table below.

<b>Key Activities</b>	<b>Status</b>	<b>Divisional Lead</b>
Review the benefits and costs of involving	Complete (Q1 2024)	Operations: Regions

Key Activities	Status	Divisional Lead
economic development CSCs in the management of households in arrears		
Review and make available Black health and wellness vendors through the Employee Family Assistance Program	<u>Complete</u> (Q4 2023)	People and Culture

The key deliverables reported under the priority include the following area:

- Review of corporate methods to manage household arrears.

### ***Review of Corporate Methods to Manage Household Arrears***

The Centre authored an internal report and strategic review for the Operations division of the benefits and costs of involving economic development CSCs in the management of household arrears. This review is in accordance with the CABR Action Plan with the intention of identifying effective alternative means to manage arrears. In conducting this review, the Centre collaborated with Operations staff from the East region to understand the programs they developed and implemented in 2023 to manage household arrears. The programs were initiated as part of a tenancy management approach with the intention to reduce the arrears of TCHC properties. In Q1 of 2024, the report was shared with corporate managers to inform them of the alternative approach taken in the East to manage and reduce household arrears. In the West region, 5 Pillars Therapy was used to provide services and support throughout 2024 and 2025.

## **6. Community-Centered Safety**

TCHC's commitment to community centered safety and wellness through the CABR Strategy and in collaboration with the CSU recognizes anti-Black racism creates unsafe spaces for Black tenants and staff.

Key activities for community-centered safety can be seen on the table below.

Key Activities	Status	Divisional Lead
Review TCHC's communication and crisis	<u>Complete</u> (Q1 2022)	Operations

<b>Key Activities</b>	<b>Status</b>	<b>Divisional Lead</b>
response practices following a critical incident		
Review the feasibility of body worn cameras by TCHC's Special Constables	Complete (Q2 2023)	Community Safety Unit
Utilize service hubs to increase Community Safety Advisors and Special Constables interactions with tenants	In-Progress	Community Safety Unit
Provide ongoing community safety education and awareness campaigns on topics including how to contact the Community Safety Unit	In-Progress	Community Safety Unit
Increase the visibility of the Community Safety Unit Complaints Coordinator	In-Progress	Community Safety Unit

The key deliverables reported under this priority include the following areas:

- Review the feasibility of body worn cameras by TCHC's Special Constables;
- Utilize service hubs to increase Community Safety Advisors and Special Constables interactions with tenants;
- Provide ongoing community safety education and awareness campaigns; and,
- Increase the visibility of Community Safety Unit Complaints Coordinator.

### ***Review the Feasibility of Body-Worn Cameras by TCHC's Special Constables***

In 2023, a review on the feasibility of body-worn cameras (BWCs) was undertaken within CSU. The review outlined the strategic rationale, operational requirements, financial implications, and governance considerations associated with introducing BWCs as part of CSU's professional standards and accountability infrastructure.

The review suggests BWCs are positioned primarily as accountability and transparency tools, intended to support incident review, complaint resolution, evidentiary quality, and organizational oversight. It emphasized BWCs should not be understood as stand-alone devices, but as components of a broader system including clear activation policies, training, supervision, auditing, privacy protections, and defined access and disclosure protocols.

According to CSU, the studies demonstrate BWCs' most consistent effects relate to downstream accountability functions, including improved clarity in incident review and complaint adjudication given video evidence. Findings of consistent effects on frontline behaviour, use of force, or disproportionality are mixed and highly dependent on implementation design. However, studies examining racialized impacts suggest BWCs do not, by themselves, eliminate disproportionality in stops or enforcement outcomes, but can increase transparency and support organizational awareness of qualitative inequities in interactions. These findings indicate BWCs should not be viewed as a technological solution to structural or cultural issues, but as tools whose value depends on governance, supervision, and use.

CSU noted the housing-based context for BWCs introduces both potential relevance and heightened risk. BWCs may support professional practice, incident documentation, and internal accountability in high-discretion interactions. Simultaneously, the residential environment amplifies concerns related to privacy, tenant trust, data governance, and the potential perception of BWCs as surveillance rather than protection. Evidence specific to public-housing enforcement contexts is limited but suggests outcomes may differ from general policing environments, reinforcing the need for caution in assuming transferability.

A pilot could provide an opportunity to generate local, context-specific evidence about whether BWCs meaningfully strengthen accountability, oversight, and service quality within CSU operations. However, any consideration of a pilot would need to be explicitly framed as a controlled test, supported by strong governance design and the development of an evaluation and learning model prior to expansion decisions.

Overall, BWCs have uncertain and context-dependent benefits. CSU suggests consideration rests on whether TCHC wishes to invest in a structured pilot to test value, risk, cost, and alignment with TCHC's housing mandate and equity commitments, recognizing BWCs are not a low-impact or easily reversible initiative.

***Utilize Service Hubs to Increase Community Safety Advisors and Special Constables Interactions with Tenants***

Since 2023, service hubs have been utilized to increase Community Safety Advisors' (CSA) and Special Constables' interactions with tenants. Currently, CSAs and Special Constables are using the hubs; however, CSU is identifying regional hubs to cover larger communities. Through the Community Safety and Well Being Strategy, CSU will continue to look to increase utilization of the hubs.

***Provide Ongoing Community Safety Education and Awareness Campaigns***

CSU is working with the City of Toronto and Toronto Police Service to support the "Who to Call" campaign. With the support of Strategic Communications, this campaign will be spread corporate wide to staff and tenants to bridge awareness gaps on who to contact for community safety concerns. CSU's website was also updated to include a section which covers who to call for emergencies, non-emergencies, parking complaints, and staff complaints.

Furthermore, CSU is also continuing to support other Business Units, including the Client Care Centre, to ensure accurate information is being provided for tenants with questions. In 2025, CSAs continued to deliver educational sessions to TCHC communities throughout the city. This is amplified by the CSU Cadet Program, as Cadets are supporting CSAs in delivering educational sessions across TCHC communities.

***Increase the Visibility of Community Safety Unit Complaints Coordinator***

In 2022, CSU launched the CSU Complaints Webform to streamline the process for tenants to submit complaints regarding CSU staff directly. Complaints are initially reviewed by the Complaint Intake Specialist and may be referred to TCHC Legal, the Toronto Police Professional Standards, or the relevant area manager based on the severity of the issue. Serious misconduct cases, such as criminal activity, are specifically handled by the Toronto Police Services, while less severe performance-related matters can be managed internally.

The implementation of the Community Safety and Policing Act has introduced a provincial code of conduct applicable to Special Constables, which CSU is integrating into its complaints process. This alignment ensures

any violations of the code are investigated appropriately by the Toronto Police Professional Standards, reinforcing accountability among staff.

Tenants have multiple avenues to voice their complaints, including the CSU Complaints Webform, contacting Dispatch, reaching out to the TCHC Solutions Team, or writing to a designated address. While the CSU faces challenges in promoting this process, it is committed to increasing visibility through updated documentation and collaborations with Regional Operations Leadership and Strategic Communications. These efforts will enhance tenant engagement and foster a clearer understanding of the complaints process.

## 7. Divesting from Police Culture

TCHC's commitment to divesting from police culture aligns with wider calls to transform how policing is done. Through the support provided for the CSU Mandate Review and Black Employee Lifecycle Review, the Centre has worked to hold the corporation accountable to its commitment of divesting from police culture.

Key activities for divesting from police culture can be seen in the table below.

Key Activities	Status	Divisional Lead
Identify complimentary but non-enforcement responses to the Community Safety Unit's service mix	Not Started	Community Safety Unit
Conduct a review of the Neptune 4 incident	In-Progress	The Centre

The key deliverables reported under this priority include the following areas:

- Identify complimentary but non-enforcement responses to CSU's service mix;
- CSU mandate review; and,
- Black employee life cycle review.

### ***Identify Complimentary but Non-Enforcement Responses to the Community Safety Unit's Service Mix***

Through the implementation of TCHC's Community Safety and Well Being (CSWB) Plan, the core finding from the CSU Review was rooted in the adoption of an enforcement centric model. To complete this deliverable, the

findings from the CSU Review and direction of the CSWB needed to be aligned and provided. This work will begin in 2026.

### **Community Safety Unit Mandate Review**

In 2020, City Council adopted the *Implementing Tenants First: 2020 Actions Update*, which included a 2021 Mandate Direction Document for TCHC.

The 2021 Mandate Direction Document committed to the following:

*“TCHC and the City will collaborate to define the terms of reference for an independent review of the TCHC Community Safety Unit, with a focus on outcomes. The City will lead the independent review.” (EX 17.2)*

To support the development of the independent review, the Board established the Community Safety Advisory Subcommittee (CSAC); a sub-committee of the Tenant Services Committee. From 2021 to 2024 CSAC served as the TCHC governing committee tasked with informing and contributing to the development of the Independent CSU Review Report until CSAC was concluded in February 2025.

The CSU Review was conducted by third-party consultant, ConveneToronto, which was hired by the City of Toronto in 2023 to execute the independent CSU Mandate Review and create a report of recommendations. The project scope included an analysis of how different organizational divisions worked together to achieve community safety goals, going beyond an internal review of the CSU.

Over 400 people including CSU officers, broader TCHC staff, TCHC tenants and external partners were interviewed or participated in focus groups.

Over 240 research documents, reports, minutes, policies, and internal statistical analyses relating to the CSU and community safety systems were examined. Recommendations were categorized in the following areas:

- Tenant engagement;
- Skills and culture in CSU;
- Operational challenges in CSU; and,
- TCHC wide challenges.

CSU review briefings updating key stakeholders were completed throughout Q3 and Q4 of 2025. A report was completed during an in-camera Board

meeting in October. The report was subsequently released publicly in December along with the presentation of the Community Safety and Wellbeing Strategy Plan.

### ***Black Employee Life Cycle Review***

Prior to the CABR Strategy's approval, consultations were held in which concerns related to anti-Black racism were identified related to the CSU Black-staff experience throughout the employee life cycle. Staff also raised concerns about the lack of representation of Black officers at senior levels.

The Black CSU Employee Lifecycle ("BLE") Review complements the City of Toronto's CSU review. The sole focus of the BLE review is the employee lifecycle of Black staff. The review included analysis of reports, policies and procedures, hiring and promotion practices, and professional development. It also included an environmental scan of best practices on inclusive operations and leadership. It was primarily informed by interviews with interest holders and focus group discussions with relevant staff, enabling the Centre to present Black CSU Staff Experience proposals with evidence informed expertise.

The review sought to further uncover barriers, challenges, and experiences within CSU culture adversely impacting Black CSU staff. The aim of this review and implementation of the recommendations is to advance equity within the Unit by ensuring alignment with City of Toronto and TCHC's CABR frameworks and broader commitments to EDI.

In April 2025 a final copy of the BLE report was submitted to the Executive Leadership Team. Throughout the fall with a final report in hand, a robust set of intentional communications and engagement commenced, leading to a public release of the final report during a December 2025 Board meeting.

## **8. Uplifting Social Support Networks**

Uplifting social support networks calls for TCHC to invest in self-organized mutual support networks within Black communities and fostering actionable solutions. Uplifting social support networks did not have direct action items from the CABR Action Plan. Still, the Centre prioritized building mechanisms to improve staff experience and skills.

The key deliverables reported include the following area:

- Black staff networking.

### **Black Staff Networking**

In 2024, as part of Black History month, the Centre launched a pilot program to provide networking space for Black staff at TCHC. The intention of the program was to develop opportunities for Black TCHC staff to engage in person and network. Black staff identified through the initial CABR Strategy development the need for meaningful pathways to employment and promotion, and the creation of a mentorship program that prepares Black staff for promotions and leadership opportunities.

The Centre hosted two events in February and October of 2024 on Black Leadership and Black Women in Leadership. Fifty-three (53) Black identifying employees were engaged across the two (2) events. Both events hosted panel conversations including Black identifying staff within leadership positions in TCHC and break-out discussion groups for intentional communication and networking with staff. Black Women in Leadership continued in 2025 with two (2) events hosted with thirty-one (31) Black identifying employees engaged.

### **CHALLENGES:**

The Centre faced some challenges that ultimately inhibited progress and overall achievements related to the Action Plan. Some of these challenges can be attributed to the Centre evolving, experimenting, and integrating into TCHC. Other challenges the Centre faced were microcosms of the larger corporation.

### **Benchmarks and Milestones for Success**

When the Action Plan was created, Business Units identified action items based on divisional oversight gaps to be supported by the Centre during implementation.<sup>10</sup> Included with the Action Plan were benchmarks for success requiring racial information to accurately measure impact. However, TCHC is not presently equipped with the procedural and institutional infrastructure to gather identity-based data, including race, for tenants. Subsequently we are unable to meaningfully benchmark success as TCHC has not collected data in a way that will allow the effects to be realized.

In some cases, benchmarks did not align with TCHC policies. For example, the Action Plan has a target of “500 current or former Black tenants employed

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<sup>10</sup> Toronto Community Housing, *Confronting Anti-Black Racism Action Plan*.

directly by TCHC or partners.” This target is owned by all divisions; however, tracking and reporting on the labour and housing journeys of Black tenants does not align with TCHC’s data collection policies. Overall, although the established benchmarks may have implications for Black TCHC communities, some were not goals the Centre had the ability to track and report on as they happened outside of the purview of the Centre.

### **Staff Turnover and Service Delivery Disruption**

Staffing changes posed a significant challenge to the progress of the Centre and achievements outlined in the Action Plan. The Centre and TCHC lost staff working in key positions that either disrupted or paused portfolios. Consequently, relationships that had been cultivated to sponsor work within divisions and connect with tenant groups were lost. This caused disruptions to the Centre’s momentum, which was further impacted by staffing changes across the corporation.

At times, action items competed with divisional priorities. In other cases, corporate priorities shifted with the emergence of crises or corporate issues. In all scenarios where a division did not have the capacity (staff or time) to do the work, the action item was paused as the Centre can only consult on how to drive divisional projects and initiatives.

### **Pausing Centre Complaints and Resolutions Work**

Since its implementation, the Centre’s complaints department has had challenges that impacted its work. In 2022, the Acting Director Centre paused the complaints and resolutions work to reassess the portfolio of complaints filed by tenants and staff. As a result of the pause in receiving complaints, the Centre was unable to take on new complaints of anti-Black racism from staff and tenants.

Upon concluding the assessment, through internal consultations and the development of the interim Procedure for Tenant Human Rights Complaints, it was determined the Centre would implement a systems navigation process. As a result, over 2023 anti-Black racism complaints were redirected to use the interim procedure. Currently, this strategic alignment is delayed as the Centre and TCHC continue to develop a cohesive system and process to address complaints.

## Corporate Alignment and Divisional Readiness

Although the CABR Strategy was adopted at the Board level for corporate implementation, at times, Centre objectives and action items did not consistently align with divisional priorities. Though the Centre is tasked with providing subject matter expertise to support the execution of action items, at times, lack of clarity around project ownership and connection to divisional priorities led to misalignment. This misalignment contributed to the disruption of the Centre's work and supporting position.

In other cases, the readiness to deliver on the Action Plan was impacted due to the turnover of key Black leaders and staff who championed the Centre's work. Challenges with readiness were further evident in staff's ability to meaningfully grapple with Centre training. Difficulties with readiness limited the Centre's ability to be an accountability mechanism for TCHC.

## NEXT STEPS / WHAT'S NEXT:

After four years, the Centre has developed a deep understanding of TCHC, its operational processes and corporate policies, and oversight gaps. Simultaneously, the Centre has developed a deep internal understanding of its functionality, service delivery, and areas for improvement in contrast to the intended vision.

In 2025, the Centre shifted our approach to a building framework focused on defining and driving towards thriving for Black tenants and staff. This shift embraces an asset-based approach, providing a clear vision for how Black thriving could look, and identifying the enablers and barriers to achieving it. More specifically, it aligns with TCHC's Strategic Priorities including:

- Priority #1: Supporting safe, healthy, and inclusive tenant communities, where collaborating and partnering with tenants to improve community safety are intentional objectives;<sup>11</sup>
- Priority #4: Foster a collaborative, diverse, and thriving workplace, as we must build organizational capacity to create a culture of collaboration where staff feel valued and can belong;<sup>12</sup> and,

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<sup>11</sup> Toronto Community Housing, *Strategic Plan 2025–2029*, February 2025. <https://torontohousing.ca/sites/default/files/2025-02/TCHC-Strategic-Plan-2025-2029-final.pdf>, 24-25.

<sup>12</sup> Toronto Community Housing, *Strategic Plan 2025–2029*, 38.

- Priority #5: Improve TCHC’s ability to lead, learn, and innovate, and the opportunity to raise the profile of TCHC as a housing leader and community builder.<sup>13</sup>

With this shift, over Q3 and Q4 of 2025, the Centre supported organizational engagements to reshape its understanding of Black tenants and staff experiences and expectations. These engagements actualized TCHC’s objective of better listening to tenants to “ understand their needs and to tailor the programs and services we offer, including applying an anti-Black racism lens.”<sup>14</sup> Over this time, the Centre also began socializing the idea of Black thriving as its destination through intentional interactions with Black staff, divisional leaders, and experts in the field. The Centre is using input from residents alongside secondary research and consultation with diverse Black TCHC communities to inform its evidence-based framework.

The initial phase of engagement sought to orient partners and interest groups regarding the transition toward Black thriving. This ensures their involvement in the process before commencing the development of the framework. Currently, the Centre is collaborating with TAIBU Community Health Centre and its consultants to build a cohesive framework for Black thriving. This work will continue throughout 2026. TAIBU's strong reputation as a Black health-focused organization means it is well positioned to assist the Centre in refining and implementing the Black thriving framework.

While ongoing engagement and research remain a priority, immediate actions are being initiated to support Black thriving. By the end of Q4 2026, an initial framework will be established, identifying key aspects of thriving, critical assets, and necessary enablers.

The Black Thriving Framework Project focuses on three core elements:

1. Developing a Comprehensive Framework: Establish a general framework for Black thriving within TCHC, setting a high-level vision and identifying enablers and barriers across various focus areas.

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<sup>13</sup> Toronto Community Housing, *Strategic Plan 2025–2029*, 42.

<sup>14</sup> Toronto Community Housing, *Strategic Plan 2025–2029*, 26.

2. Targeted Research: Initiate the identification of how the thriving framework applies to specific populations, starting with initial research focused on Black seniors, boys, and youth.
3. Implementation Strategy: Create an 18-month strategy to operationalize the framework through ongoing engagement and research activities.

### **Stages for The Project**

To conduct this work, a five (5) stage process has been defined, spanning from December 2025 until September 2026. The core stages are as follows:

- Stage 1: Onboarding and research planning (December 2025 to February 2026)
  - This phase involves onboarding team members and planning the research process.
- Stage 2: Prepare research tools (March 2026)
  - The team will develop and prepare the necessary tools for conducting research.
- Stage 3: Train and prepare for research (April 2026)
  - Training sessions will be conducted to equip the team for effective data collection.
- Stage 4: Data collection (May to July 2026)
  - Implementation of data collection methodologies to gather insights and perspectives.
- Stage 5: Data analysis and writing of strategy (July to September 2026)
  - Analysis of collected data and drafting the 18-month strategic plan aligned with the thriving framework.

By combining these elements, the Centre will build a comprehensive and actionable framework that enhances the wellbeing of Black tenants and staff.

Accompanying the framework will be an 18-month strategy and action plan delineating initial activities aligned with the major pillars of the framework. The 18-month action plan will enable the Centre to work across the corporation to support Business Units to bolster and build systems (policies, programs, practices) that may be identified as necessary enablers of thriving. It will also enable the Centre to identify and address barriers to Black thriving and the oversight gaps in the organization.

This will be done collaboratively with engagement and insights developed by staff and tenants, with an overarching goal of returning to the Board at the end of the 18-month period with a 10-year action plan in line with the City of Toronto's CABR unit's action plan. The strategy will outline directions for deeper research and continued engagement, allowing for further refinement and expansion of the framework in subsequent years.

Item 13 – 2021-2025 Confronting Anti-Black Racism Strategy Report and Divisional Highlights for the Centre for Advancing the Interests of Black People

Public Board of Directors Meeting – April 28, 2026

Report #: TCHC:2026-19

## Attachment 2

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Item 13 – 2021-2025 Confronting Anti-Black Racism Strategy Report and Divisional Highlights for the Centre for Advancing the Interests of Black People

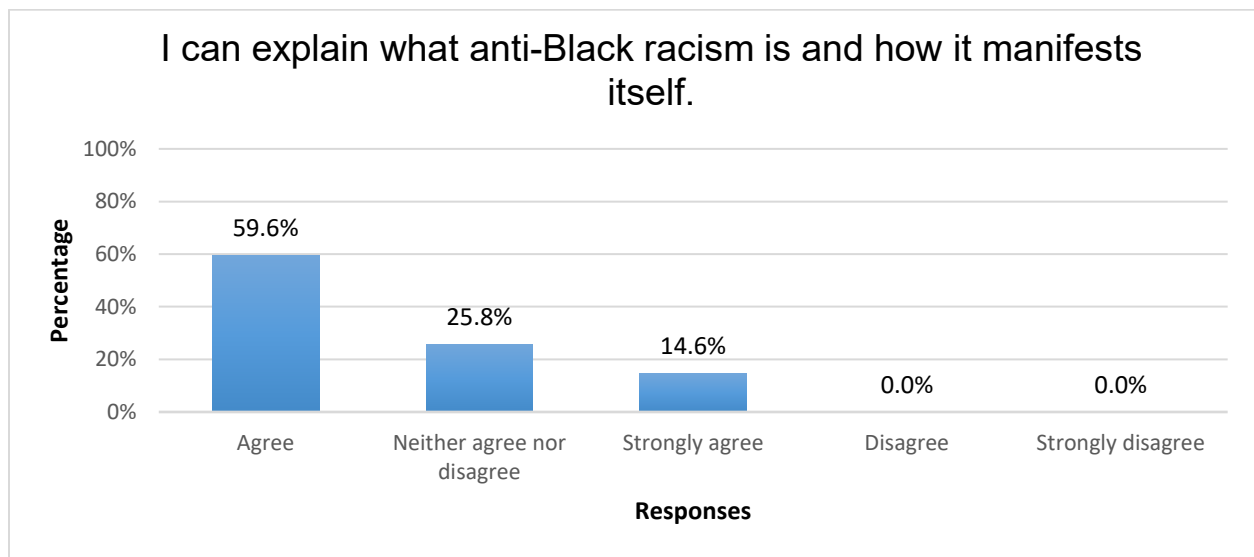
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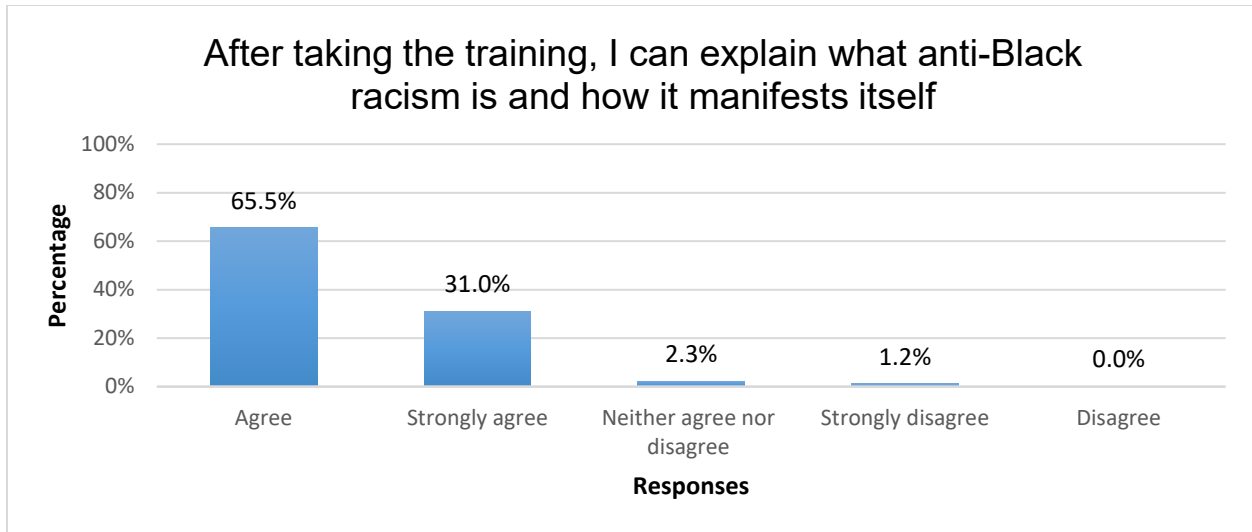
**Attachment 3**

**Centre Training Evaluations**

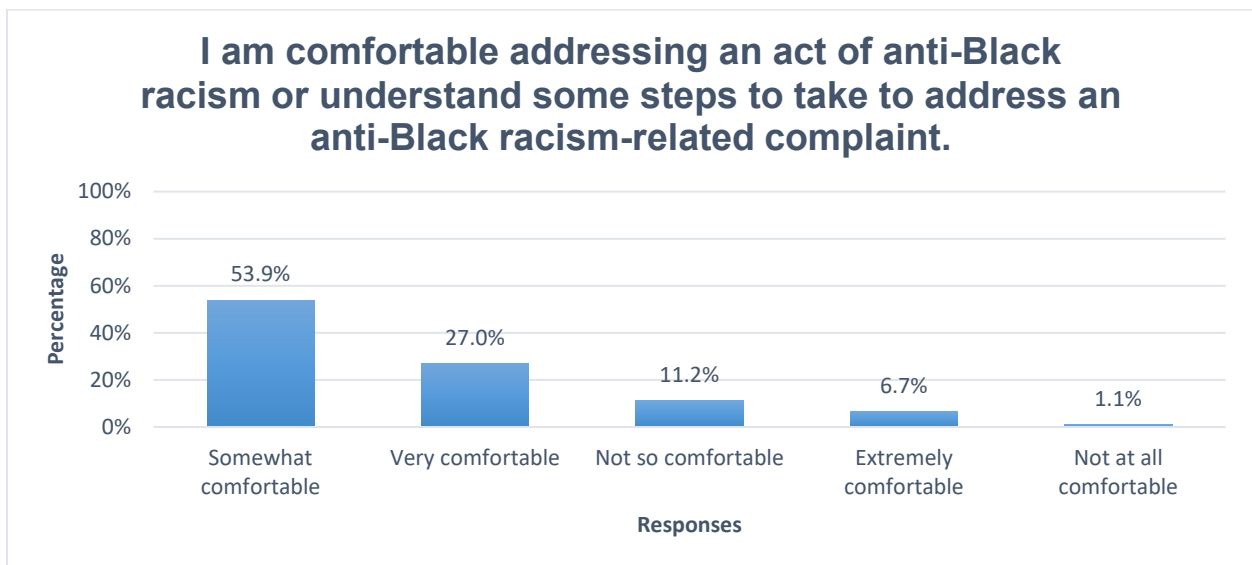
**Figure 1:** Pre-training survey chart data demonstrating agreement with the statement “I can explain what anti-Black racism is and how it manifests itself.” Most respondents “agree” with nearly sixty per cent (60%) of staff agreeing with the statement, and over twenty-five per cent (25%) neither agreeing nor disagreeing.



**Figure 1a:** Post-training survey chart data demonstrating agreement with the statement “After training, I can explain what anti-Black racism is and how it manifests itself.” Most respondents “agree” with over sixty-five per cent (65%) of staff agreeing with the statement and thirty-one per cent (31%) strongly agreed.



**Figure 2:** Pre-training survey chart data demonstrating comfortability with the statement “I am comfortable addressing an act of anti-Black racism or understand some steps to take to address an anti-Black racism-related complaint.” Most respondents at nearly fifty-four per cent (54%) selected “somewhat comfortable”, and twenty-seven per cent (27%) selected “very comfortable”.



**Figure 2a:** Post-training survey chart data demonstrating comfortability with the statement “I am comfortable addressing an act of anti-Black racism or understand some steps to take to address an anti-Black racism-related complaint.” Over forty-one per cent (41%) of respondents selected “very comfortable”, and over forty per cent (40%) were “somewhat comfortable”.

