

The culture of fear and inequity still exists both in the behaviours of HR and in the perceptions of staff because the conditions and behaviours resulting from HR's history have not been directly addressed or unlearned. This document acknowledges the current efforts of HR to address this current reality; however, the strategy will ensure that the work is effectively accomplished by focusing on the impacts on anti-Black racism. TCHC as an employer must respond to the internal conditions that prevent staff from being able to do their best work, and are actively working to address this and other historical challenges through its current commitment to transformation and change.

Informing narratives of anti-Black racism at TCHC

This section is a reflection of what we heard from staff and tenants. These narratives have informed our work in diagnosing the problems and developing solutions. While reading this section, images will come to mind; while seeing these images, try and see what the opposite experience would be and how we can make that opposite experience possible. This is not the opinion of a few people, these are the experiences of all of those we spoke to during the consultations.

What we heard from Black tenants:

Being a Black tenant living in Toronto Community Housing means you are reminded daily that as a Black person, people see you as a problem. Your experience is shaped by how TCHC sees you and how the City of Toronto sees you. As a Black person living in social housing, your experiences will be impacted by the many stereotypes and assumptions about Black people that exist. The stereotypes and assumptions that say that Black people are criminals, complacent, fatherless, single moms, dangerous, dishonest and therefore undeserving. TCHC's policies that are influenced by these stereotypes will make it so that the unique

“TCHC often treats their tenants like criminals and don't want to seem accommodating to residents because it feels like you're accommodating criminals.”

-Tenant

intersectional experiences of Black people are not included in the assessment of your needs.

Being a Black tenant means the biases and lack of cultural competency of staff will shape how you receive service, and if those services are not adequate, your complaints will sometimes be met with threats or consequences, that's if those complaints are heard at all. In 2018, police in Canada reported 283 incidents motivated by hatred against the Black population. This represented 36 per cent of all hate crimes targeting race or ethnicity, and 16 percent of all hate crimes in 2018,^{xviii} which means being a Black tenant in TCHC there's a high chance your neighbours will use racial slurs and racially charged language towards you. There is also a chance that you will be subjected to a culture of spying by your neighbours, who will watch your movements and report you as being "suspicious." In Toronto Black people are over-policed. For Black tenants that means CSU officers or police officers independently or together work to protect property and other people from you, without offering you those same protections.

Due to systematic racism, a disproportionate number of Black Torontonians are more likely to be unemployed or under-employed. Torontonians of African descent have an unemployment rate of 13 per cent, nearly two times the provincial rate.^{xix} They are also more likely to live in poverty, which means Black people will likely rely on low-income housing for safe places to live. However, being a Black TCHC tenant also means the policies of the company penalize saving money and having any increase in income you receive be stripped in additional rent and loss of subsidies. When employers see a TCHC address, they may reject your application. Your ability to gain employment can be impacted based on a charge you received because a special constable enforced a policy and charged you rather than de-escalating and supporting you.

In 2016, close to 35 per cent of Black children in Toronto were living in a low-income household, compared with close to 20 per cent of children in the rest of the population.^{xx} Because of limited opportunities, racism and a general sense of hopelessness as documented in the Roots of Violence report^{xxi}, Black youth are more at-risk of contact with the justice system,

“A lot of tenants are losing faith in TCHC. The physical condition of the buildings has been so dilapidated that they have to be torn down, in the process displacing residents which is an added inconvenience in their lives. Why are there no consistent repairs done and it is left to the point where the only way to fix things is through redevelopment and displacement?”

-Tenant

and that involvement impacts their and their family's tenancies at TCHC. Black youth, particularly young Black boys, don't feel safe: Not only from other potential threats, but unsafe from the people who are supposedly here to keep them safe.

The vague language of the policies in place will allow you to be evicted for “anti-social” behaviour through the discretion of staff, discretion that ends up getting applied in racially biased ways. Being young, Black and male in TCHC means that the way you are treated by your communities and by staff leaves you unsupported, completely misunderstood and stereotyped. For TCHC, this means the way we do our work disproportionately harms young

Black people. Being Black at TCHC means that your experience of what it means to be Black and senior, Black and queer, Black and an immigrant, Black and Muslim, Black and of different ability, are not accounted for or acknowledged when interacting with TCHC.

Black people throughout the city experience the dehumanizing impacts of anti-Black racism on transit, in the workplace, in stores, in schools, and health care settings. However, for some Black people, their homes are sites of refuge, safety, and security— a sanctuary from the damaging experiences of anti-Black racism. This is not the case for Black tenants living in TCHC. Anti-Black racism is seemingly inescapable for them.

What we heard from Black staff:

If you are a Black employee at TCHC, you will not consistently see yourself reflected in senior management and not at all in executive leadership. If

you are in a management role, you are often seen as a leader/representative for the Black staff voice but are ill equipped to support them because the systems do not support you. You will be asked to choose between upholding and implementing policies and procedures that are harmful to people who look like you or risk losing your job. You will have to make tough decisions because you are intimately aware of the outcomes for Black people and although you want to help the tenants you work with, the system is not set up in a way that supports you to center the experiences of tenants.

“Tenants make comments like ‘you don’t fight for our people’ or ‘you don’t represent the Black community.’” They feel like the system is against them, and you’re not helping us. Tenants see Black staff as a means to help them against the failing of the system. I try my best to see how I can help. It takes energy and effort. You have to be able to give the help they need, but not do it for them, or else it becomes impossible.”
-Staff

As a Black staff person, you will be seen as a source of support for Black tenants, as kin, but if you are doing your job as is, you will be known as a “sell-out.” You will not just be a staff person, you will be a Black staff person, which means you play the dual role of the Black informant. When it works for your colleagues your lived experience of blackness will be leveraged, but you will not be acknowledged for it. When it doesn't work for your colleagues, that experience will be reduced, dismissed, and invalidated. You will be asked to prove yourself more while being promoted less. You will have your hair touched, your food will be described as "interesting," told you are not like "other Black people", "you are one of the good ones", "wow, you are so articulate" and if you bring this up to HR, you will be told you are creating a hostile work environment.

You will come to work and hear your teammates talk about “single Black mothers” and “ghetto Black people” and you will wonder if they say these things about you when you're not around. Some of your colleagues will even create and advocate for policies that would make you feel like a

criminal, if you were not a staff person. When you attend events and meetings, you will be spoken to with the cloyingly sweet tones reserved for tenants from staff that rarely meet with tenants and mistake you for a tenant based solely on the fact that you are Black.

What we heard from non-Black staff:

Being a non-Black employee at TCHC means that you will be a witness to anti-Black racism and not know how to respond. Being a non-Black employee at TCHC means that you will witness or see your colleagues experience anti-Black racism and not have the support, knowledge or language necessary to help them. You will see your colleagues marching in the streets in response to violence against Black people, and see them take that activism into the workplace, and wonder how you can help, without jeopardizing your job. It means you'll see your organization put out a public statement saying they have a "commitment to eliminating anti-Black racism and all forms of discrimination" but not put out a statement acknowledging how the work we do is also harmful to Black people or what you can and should do to be a part of the solution and not the problem.

“What has been done historically at TCHC, is making our policies colour blind. We don't see when the policies impact different communities differently. We don't ask how these policies impact the Black tenants in a different way, through an ABR lens. On paper these policies look neutral, but they are not.”

-Staff

You will see tenants struggle, suffer, and be unable to respond with feeling, but only with a cold and cruel sense of professionalism. It means you'll see things, but never speak or react to them in ways that are meaningful. It means that you are expected to follow policies and procedures that fail to capture the realities of what tenants and staff experience at TCHC and you may experience push back for even trying

to solve the problems.

As a racialized employee you can feel left out, frustrated and apathetic because you experience racism too but no one is addressing it. It means you work for a company that is in the public eye, many times for negative stories. It means you'll work for an organization that serves vulnerable, marginalized populations but operates primarily from a corporate lens that is sometimes in conflict with what is most supportive to tenants. It means that your colleagues with business and professional backgrounds are tasked with creating policies and procedures, while never meeting or working with tenants, and not seeing how these policies and procedures impact tenants.

What we heard and learned: Understanding the collective experience of anti-Black racism

Anti-Black racism manifests in our policies and programs, interactions between tenants and staff. It is found in our offices and our communities. It directly impacts the lives of countless Black people in Toronto. There is a contradiction that exists between what being a social housing provider means and the way we do our work. This contradiction is underpinned by anti-Black racism. Anti-Black racism threatens TCHC's success and its stakeholders. The conversations on anti-Black racism have raised fundamental questions about what it means to function more as a landlord *or* a social housing provider. Our ability to act as a social housing provider has implications for anti-Black racism. This is where the contradiction, a disconnection, between our role as a social housing provider and the way we work is created. What has become apparent is TCHC is a product of the anti-Black racism that exists in our country, province and city. Our internal response to the external reality and the way in which we work contributes to an anti-Black environment at TCHC.

Being an employee at TCHC means that this contradiction prevents us from being able to provide care and invest in the wellbeing of tenants and their communities. This contradiction leaves employees feeling unsupported in being able to address problems innovatively and confront anti-Black racism when they see it or experience it. This contradiction

leaves staff with little or no institutional support when trying to make TCHC meaningfully better for tenants and staff.

Being a Black tenant at TCHC means that this contradiction creates an environment where your opinion will never be meaningfully heard, no matter how many community consultations you attend, no matter how many staff you speak to, or how many emails you write. A small group of non-Black tenants can challenge what is agreed upon and be catered to without reflecting the TCHC tenant population. It means you will only see superficial changes to your community over the years, but never receive investments that are transformational. It means you will always feel unsupported by our organization.

“On some level [people] benefit from the structure currently in place. [There can’t be a] removal of the individual in upholding, drafting and passing these damaging policies without taking the social lens in consideration. If there is not a structural benefit to non-Black staff, at minimum they benefit by not having the discomfort of having to learn, imagine, propose something and work differently. [We can’t remove] all onus from people and puts it on things – policy, company, institution – as if people do not directly inform these things.”

-Community Stakeholder

Being Black at TCHC means that you might be able to do good for yourself by upholding systems that are inherently anti-Black, but you will not see that same good for the Black community collectively. This is the collective experience of anti-Black racism at Toronto Community Housing. By addressing the roots of this contradiction and confronting anti-Black racism directly, our aim is that systemic change can be experienced and how TCHC operates can be transformed. By directly going after the inherent contradiction that underpins our work, we can directly impact the lives of our tenants and staff and make our organization and our City better.

Part II: Recommendations



Recommendations

Guided by the learnings from consulting with staff, tenants and stakeholders, we have developed a strategy that offers a way forward. This strategy allows us to mitigate and manage the risk of anti-Black racism. Dealing with anti-Black racism at TCHC requires more than teaching people how to be anti-racist, as anti-Black racism is both predictable and unpredictable, and systemic anti-Black racism intends to find ways to sustain itself. This work requires an approach that allows for both short- and long-term tactics, but also flexibility. It needs experts and a day-to-day focus on the work. It needs leadership at all levels, especially at both the grassroots and at the top. Our approach allows us to locate the roots of anti-Black racism within TCHC and work to ameliorate it.

We recommend implementing this strategy alongside the implementation of a Centre to focus on cultural reform at Toronto Community Housing. The strategy and the Centre must be implemented together as the modalities required to effectively and sustainably support TCHC toward improving outcomes for Black staff and tenants. This strategy is not fixed in time, but rather *a living document*. Our goal is to achieve the outcomes set out in the strategy, but the actions we take to get to those outcomes must be flexible and responsive to the changing realities experienced by Black TCHC tenants and staff.

Together, the strategy and the Centre will lead to skill-building, leadership development, organization and alliance-building, issue-framing, messaging, advancing solutions and transforming organizational culture. We will do this by developing pathways into racial equity work for TCHC divisions, employing systems thinkers that utilize an ABR and equity lens, and enhancing the ability to respond to issues that **require both immediate action and long-term strategic direction**.

We are asking that the Board of Directors approve the following four items:

1. Approve the Confronting Anti-Black Racism Strategy and its 8-Point Plan for implementation

2. Authorize the establishment of a new TCHC Centre for Advancing the Interests of Black People and staff to develop and implement the Centre
3. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendations
4. Require semi-annual reporting to the Board of Directors

“This strategy, it captures most of the discussions I’ve had with folks, beyond the CABR discussions but also in my years of living in TCHC. It’s like there’s finally a part of the organization that can take everyone to account for years of systemic violence that happens in our communities. I hope that it brings effective change in our communities. When I think about TCHC, I think about trauma. It makes the experience of Black people treacherous, it makes the day-to-day living painful, and we suffer. I hope the Centre will function as a healing tool for Black people who have never known peace in their life.”

-Tenant

TCHC strategies for change

The strategies for change are adopted from the Vancouver strategy to confront anti-Black racism and City of Toronto's Confronting Anti-Black Racism strategy. These strategies serve as the guiding principles to assess the recommendations in the eight-point plan. The TCHC Centre to Advance the Interests of Black people will lead the organization in applying the following strategies for change:

TCHC anti-Black racism action plans: Holistic action plans with resources, dedicated staff, connections to leadership, and work programs integrated across departments have been identified as critical to advancing meaningful action to address anti-Black racism in TCHC policies, practices, programs, and investments.

Cultural redress: Cultural redress initiatives will attempt to repair the harms of systemic anti-Black exclusion, displacement, and discrimination and consider how historic and contemporary forms of anti-Black racism shape the social housing landscape.

Competency in anti-Black racism analysis: Understanding and incorporating an anti-Black racism analysis into TCHC's strategic priorities allows us to see how the historical and current racist experiences is crucial to addressing anti-Black inequities in revitalization, tenant engagement and programming, community economic development, violence reduction strategy, community safety, tenancy management, and capital repairs.

Public engagement: Recommendations include work to consistently invest in culturally relevant, socially safe design, engagement, and participatory budgeting processes led by Black tenants, that reflect diverse experiences and the spectrum of complex intersectional identities, as well as mechanisms to catalogue and connect engagement across departments.

Human rights data: The ethical use and collection of race-based data should be implemented to inform budget, corporate initiatives, investment

processes, human resources practices and leadership diversity, and the development and delivery of services, including tenant engagement, tenancy management, revitalization, and community economic development initiatives.

Human resources: ABR analysis of the current HR policies and practices (hiring, retention, promotion, performance evaluation, and workplace culture initiatives) can support the implementation of processes to address unconscious bias and systemic anti-Black racism, as well as intentional hiring and advancement opportunities for Black tenants and staff.

Advocacy: The use of advocacy can influence decisions by external agencies and partners that impact TCHC staff and tenants and create partnerships to ensure TCHC can support needs of tenants and staff that are beyond our scope.^{xxii}

TCHC's 8-point plan to advance the interests of Black people

The TCHC 8-point plan captures the vision and are success indicators for TCHC. Addressing each point will come in phases as the work of the Centre and TCHC evolve. The 8-point plan captures some of the priority actions, but not all of the work that will be done since our actions must and will be responsive to the needs of Black tenants and staff.

The 8-point plan is influenced by the City of Toronto's Action Plan to Confront Anti-Black Racism that explicitly names TCHC in playing a role in confronting anti-Black racism within the wider context of the City by “improving the quality of Toronto Community Housing through a revised tenant-focused service delivery model that better serves families, youth and vulnerable tenants, including seniors, with a stable funding formula.”^{xxiii}

“In terms of neighbourhood trauma, there’s a constant fear in your brain in how to navigate in your neighbourhood, that feel of being unsafe, afraid of being chased, on a deep mental level. Even when you’re outside your neighbourhood, you still have that engrained level of fear, of always being watchful. You’re always looking to find ways to cope constantly, that’s what the trauma is doing to us.”

-Tenant

1. Decent and fair housing

TCHC recognizes that the stigmatization and oppression of Black people is further compounded by their presence in social housing. As a social housing provider, TCHC mitigates the material effects of this stigmatization and oppression by providing social housing that is clean, safe and modern, through reworking policies, procedures and interpersonal interactions that mirror a practice of valuing those who have been historically undervalued because of their race.

Within TCHC this looks like, but is not limited to:

- Updating the culture model, all corresponding policies, and performance management tools, to reflect a commitment to advancing the interests of Black people
- Embedding anti-Black racism analysis into Operations Service Quality Indicators and the service delivery model
- Implementing ongoing strategic training and coaching, developed by subject matter experts, on anti-Black racism and anti-oppression for all staff
- Mapping and analyzing repair backlogs through an anti-Black racism analysis
- Conducting an anti-Black racism analysis on CSU's policies and practices

2. Meaningful economic investment

TCHC recognizes that due to systemic anti-Black racism, Black people in Toronto are more likely to experience poverty and be underrepresented in positions of decision-making and power. TCHC shifts this reality by prioritizing the attainment of meaningful economic opportunities through investments, the creation of meaningful pathways to employment and promotion, and mobilizing local resources such as people, capital, institutions and organizations for staff and tenants.

Within TCHC this looks like, but is not limited to:

- Developing employment and advancement opportunities for Black tenants and staff
- Using disaggregated data to intentionally recruit Black staff into underrepresented positions
- Targeted recruitment of Black vendors for all TCHC service areas
- Actively supporting the education, training and hiring of Black youth into meaningful employment opportunities through career-based mentorship programs for Black youth to support skill development and the building of professional networks
- Developing a pilot program between TCHC and Black North Initiative with learnings informing and developing into increased procurement awards for contracting businesses owned by Black people
- Developing targeted programs that focus on poverty reduction for Black tenants, (i.e., arrears forgiveness or temporary rent support programs)
- Creating financial literacy programming and pathways for tenants to achieve their financial goals
- Reintroducing pilots and programs that create opportunities for Black tenants into skilled trades and other professional industries

3. Healthy children, youth and families

TCHC recognizes that due to anti-Black racism, educational institutions and poverty harm Black children and youth. Black children and youth are over-represented in the child welfare system and the youth justice system. Collectively, Black families are harmed when there is a lack of investment in children and youth, and the lack of ability to protect children and youth from the impacts of anti-Black racism making them more vulnerable to negative outcomes. TCHC invests in long-term, tenant-led, sustainable programming for Black children, youth and families that will provide access and support to programs needed to create healthy and vibrant communities.

At TCHC this looks like, but is not limited to:

- Targeting communication to Black tenants around new opportunities available at TCHC
- Consulting with a diverse group of members from the Black community to inform an engagement strategy for Black tenants living in TCHC
- Developing a corporate-wide Black families, youth and children strategy including long-term, sustainable funding
- Creating impactful year-round programming for Black youth and children that provides clear access to recreational, educational and employment opportunities
- Strengthening the Use of Space Policy to allow spaces in communities to be more accessible to tenants

4. Access to culturally responsive health and mental health services

In line with Toronto Public Health, TCHC recognizes anti-Black racism as a public health crisis, reinforcing the impacts of anti-Black racism on the social determinants of health and other social inequities for Black people in Canada. Systemic discrimination within the health care system and lack of culturally sensitive services are detrimental to Black tenants and staff. TCHC uses an anti-Black racism analysis to identify and address the intersectionality of race, housing and social determinants of health and the disproportionate impacts on Black tenants and staff.

Within TCHC this looks like, but is not limited to:

- Reviewing the Employee and Family Assistance Program to determine its effectiveness and explore the feasibility of alternative mental health and wellness supports (e.g., healing circles, culturally relevant mental health services) that will meet staff needs to address their physical and mental health
- Partnering with Toronto Public Health and other community agencies to develop a mental health strategy for tenants and staff
- Developing a crisis communications protocol for when ABR incidents occur affecting either staff or tenants
- Using an anti-Black racism analysis to review policies and procedures that focus on social determinants of health for Black tenants and staff
- Create culturally relevant and responsive, intersectional mental health service programs for tenants, including peer-to-peer supports and family counselling

5. Community centered safety and wellness

TCHC recognizes that the impacts of anti-Black racism create unsafe spaces for Black tenants and staff. Due to the school to prison pipeline, it's rare that Black youth are afforded second chances and are criminalized and written off at a young age. This cycle of criminalization creates a cycle of violence and a culture of fear. Black people and communities are barred from equal access to justice and community based support. TCHC disrupts the school to prison pipeline by employing tactics that afford Black youth second chances, anticipating dangerous situations, responding to crises in a holistic and restorative way and ensuring we are not putting our staff in harm's way by expecting them to enforce policies that have anti-Black implications.

Within TCHC this looks like, but is not limited:

- Creating a mechanism within the Centre that acts as a safe space for Black staff and tenants experiencing ABR issues
- Conducting a review of the Violence Reduction Program's funding model and explore opportunities to fund more community initiatives
- Establishing an external investigations process for complex ABR issues
- Developing a CABR risk management strategy for TCHC and its business units
- Focusing on tenant-led safety initiatives, including the development of gun-violence reduction initiatives
- Focusing on community safety from a wellness perspective
- Exploring the impacts of environmental racism on the wellness of Black tenants
- Conducting property audits through an anti-Black racism analysis

6. Divesting from police culture

TCHC recognizes that the blurred lines between TPS and CSU provide an entryway for the relationship between the police, Black tenants and CSU to overlap. The historical relationship between police and Black people in Toronto therefore reflects in the relationship between Black tenants and CSU. In line with the wider calls for transformation in how policing is done and how it impacts the Black community, TCHC invests in creating a culture of policing reform within our Community Safety Unit.

Within TCHC this looks like, but is not limited to:

- Creating a community driven task force to do a full-scale review of the CSU
- Reviewing all current enforcement-related programs and policies in an effort to address the tensions between TCHC communities and the CSU
- Eliminating the use of Agent of the Landlord Agreements
- Create and implement a standardized staff and managerial developmental and evaluation process, with a particular focus on ABR, equity and inclusion
- Reviewing the CSU budget to reflect a commitment to the CABR strategy, a community development approach, and to be in line with current local police reform conversations
- Establishing annual training modules in the areas of ABR, anti-oppression, cultural sensitivity and mental health for CSU recruits and staff including management staff
- Establishing a CSU advisory tenant board to build relationships that foster trust and legitimacy through consistent messaging, collaborative initiatives and measured outcomes
- Implementing non-policing alternatives in two key areas, mental health and youth, through the usage of specialized community based outreach workers

- Modifying staff qualifications to align with a community engagement and development approach

7. Uplifting social support networks

TCHC recognizes that dominant cultural norms do not reflect Black people in all of their diversity. Structures of anti-Black racism normalize forced assimilation into Eurocentric norms that prevent Black people from connecting with one another in culturally relevant and meaningful ways. TCHC recognizes the harms that anti-Black racism creates towards the Black community and recognizes that healing from the psychological and physiological consequences of anti-Black racism must also occur collectively. The impacts of anti-Black racism are combated by investing in mutual support networks that are organized by Black communities themselves.

Within TCHC this looks like, but is not limited to:

- Supporting Black Staff Caucus initiatives to participate and provide input in corporate projects, including CABR and HR's diversity and inclusion initiatives
- Improving tenant engagement and leadership streams for tenants to be actively involved in shaping the social and physical transformation of their community
- Using existing and new channels to help document and track tenant-led success stories and community histories
- Developing an engagement and access to information strategy to effectively communicate with marginalized and isolated seniors
- Creating a mentorship program that prepares Black staff for promotions and leadership opportunities
- Developing and implementing intergenerational and cultural connections through Black mentorship initiatives in TCHC communities

8. Addressing anti-Black racism and cultural redress

Black people make up 8.5 per cent of the population of Toronto, yet 85 per cent of racist hate crimes are against Black people.¹ From microaggressions to overt forms of racism to stereotyping, anti-Black racism impacts all areas of Black people's lives. While a human rights and equity lens can serve as a way to bring Black people justice, this approach often misses the mark when it is not grounded in an anti-Black racism analysis. Black communities have long noted the ways in which they are expected to accept racism and the lack of consequences for racist behaviours. TCHC engages in cultural redress initiatives to repair the harms of systemic anti-Black exclusion, displacement, and discrimination, and develops mechanisms to repair the harms of anti-Black racism.

Within TCHC this looks like, but is not limited to:

- Strategic training and coaching on anti-Black racism and anti-oppression for all staff developed by subject matter experts
- Anti-Black racism, anti-oppression, anti-bias training and engagement for the current and new Board of Directors and creating opportunities for the Board to meaningfully hear from tenants
- Developing and implementing a mechanism to hold the corporation and divisions accountable in upholding CABR principles, advancing the CABR strategy, and addressing and resolving ABR issues
- Developing and implementing an anti-racism policy that allows TCHC to hold accountable and reprimand all stakeholders, including tenants, for any form of racism
- Exploring a transformative justice approach to addressing community harm
- An explicit commitment to understanding Black experiences through an intersectional lens

- Developing a crisis communications protocol for when ABR incidents occur affecting either staff or tenants
- Developing protections for whistleblowers
- Empowering the Centre to hold staff accountable through CABR-specific accountability mechanisms
- Empowering the Executive Leadership Team through training and support that allows them to build confidence and competency to be able to model and guide organizational commitment to the CABR Strategy

The TCHC Centre for Advancing the Interests of Black People

The Centre aims to lead sectorial change in shaping the discussion around housing policy and race.

TCHC needs the Centre in order to drive innovative responses towards confronting anti-Black racism and all forms of discrimination and prejudice. The goal of the Centre is to transform the operations and experiences at Toronto Community Housing and lead the sector in defining the experience of social housing for all tenants. Our work is primarily concerned with the experience of anti-Black racism; however, the Centre should evolve into a space that is able to respond to all forms of racism and discrimination, including anti-Indigenous and anti-Asian racism.

The Centre will drive institutional reform through the following job functions:

- **Centre Director:** Will oversee the Centre, provide direction, visioning and leadership, report to the CEO and Board and sit as a member of the Executive Leadership Team at TCHC.
- **Policy, Planning and Coaching Consultant:** Will utilize expertise on key issues on race, racism and in particular anti-Black racism to manage, influence, develop and provide recommendations on policies and manage systemic change efforts. Will be connected to the front-line as a way to ensure a ground-up approach to their work.

Will work to address silos throughout the execution of the strategy supporting capacity building of TCHC staff. This role will aim to shift corporate culture through coaching, ensure accountability and oversight measures are in place and guide TCHC transformation by providing professional advice to divisions and staff to implement work plans.

- **Education and Advocacy Consultant:** Will educate staff and tenants about the strategy and its recommendations, empower tenants and staff to use and engage the Centre effectively, and help staff and tenants to have the language to advocate their needs.
- **Resolutions Coordinator:** Will use a human rights lens, equity lens and ABR lens to resolve tenant and staff complaints and concerns. This role will liaise with relevant partners including unions, HR and Legal Services to manage issues to the point of resolution.
- **Tenant and Staff Oversight and Advisory Board:** Will function as an external accountability mechanism to hold the Centre and TCHC to account to fulfil the mandate of the CABR strategy.

These job functions will be responsible for working with business units and tenants at TCHC to design and oversee the implementation of the strategy.

The Centre team will support TCHC to design strategy and work plans, oversee implementation of work plans, foster accountability and oversight, conduct strategic training and coaching, and lead capacity building, public

“[TCHC] can no longer participate in the criminalization and hyper surveillance of their tenants simply because they cannot afford to live somewhere else.”

-Tenant

education and investigations into human rights issues through an ABR and equity lens. The team will also advocate and communicate on behalf of the strategy, and implement an oversight network made up of both tenants and staff. They will also lead in the implementation of the TCHC 8-Point Plan to advance the interests of Black tenants.

systems and within the criminal justice system. These policies echo political rhetoric of being "tough on crime" by outlining that some behaviour is not acceptable (and even criminal). As a result of these policies, rather than giving students an opportunity to learn from their mistakes, the outcome is to punish and criminalize their actions, thereby limiting further educational opportunities."^{xxx}

<https://www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-109127.pdf>

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