

Shelter, Support and Housing Administration (SSHA) CONFRONTING ANTI-BLACK RACISM TEAM 2023 WORK PLAN



Item 5 - Update on the Confronting Anti-Black Racism Strategy

TCHC Public Board Meeting - July 22, 2021

Report #: TCHC:2021-50

Attachment 1

Toronto Community Housing Corporation – Confronting Anti-Black Racism Action Plan

July 2021

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Executive Summary

Toronto Community Housing (TCHC) Confronting Anti-Black Racism Strategy was approved by Toronto Community Housing's Board on February 2021.

The Toronto Community Housing Corporation – Confronting Anti-Black Racism Action Plan (Action Plan) is comprised of 43 actions when performed over the next three (3) years, will position TCHC to have stronger relationships and impact for our Black tenants and staff. The Action Plan contains a combination of trainings, policy review, IT projects, communications and quality improvement projects, new programs and accountability measures.

In Year 1, The Centre for Advancing the Interests of Black People ("The Centre") will be established to lead implementation, monitoring and reporting of the Confronting Anti-Black Racism Strategy.

After the full implementation of the Action Plan and the advocacy and culture change activities performed by the Centre, the goal will be increased equitable satisfaction rates and service delivery for Black tenants and staff.

Context

Consultations, with over 600 tenants and 150 staff in the fall of 2020, revealed opportunities for TCHC to improve its service delivery and engagement with Black tenants and staff.

The Black tenant experience is heavily influenced by a mix of programs and services offered by TCHC; revitalization, cleaning and maintenance, call-centre, community safety, youth programs, accessibility services, rent payment, etc. Sub-standard interactions while accessing services and programs delivered by TCHC or the

partners we work with influence the satisfaction of Black tenants and staff.

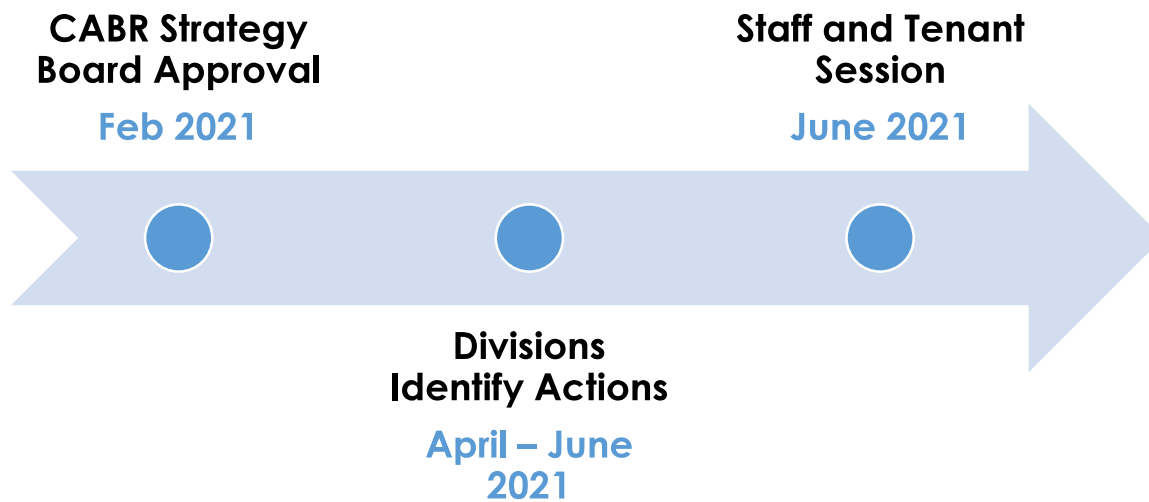
To close the gap and respond to the Anti-Black racism issues reflected in the Confronting Anti-Black Racism Strategy, every Division was tasked to deliver activities that allow TCHC to improve the experience of Black tenants and staff.

Action Plan Development Process

In the weeks following the approval of the Confronting Anti-Black Racism Strategy, all Divisions identified leads to work with the CABR team to identify actions that can improve the satisfaction of tenants and staff. Leads consulted with Divisional staff to source actions. Consultations varied by Division but generally followed one of three patterns:

- Interviews with key Divisional stakeholders
- Establishing Divisional Working Group
- Divisional Planning Session

The CABR Implementation team gathered the sourced actions, analyzed their impact on the CABR strategy; and identified dependent and mutually reinforcing actions. Subsequent sessions were held with TCHC's executive leadership team, TCHC staff, and a consultation with a small group of tenants. Through this process 43 actions were identified across the organization.



Confronting Anti-Black Racism Approach

1. **The Centre for Advancing the Interest of Black People**

The Centre is responsible for overseeing the implementation of the organization's CABR Strategy

2. **CABR Action Plans**

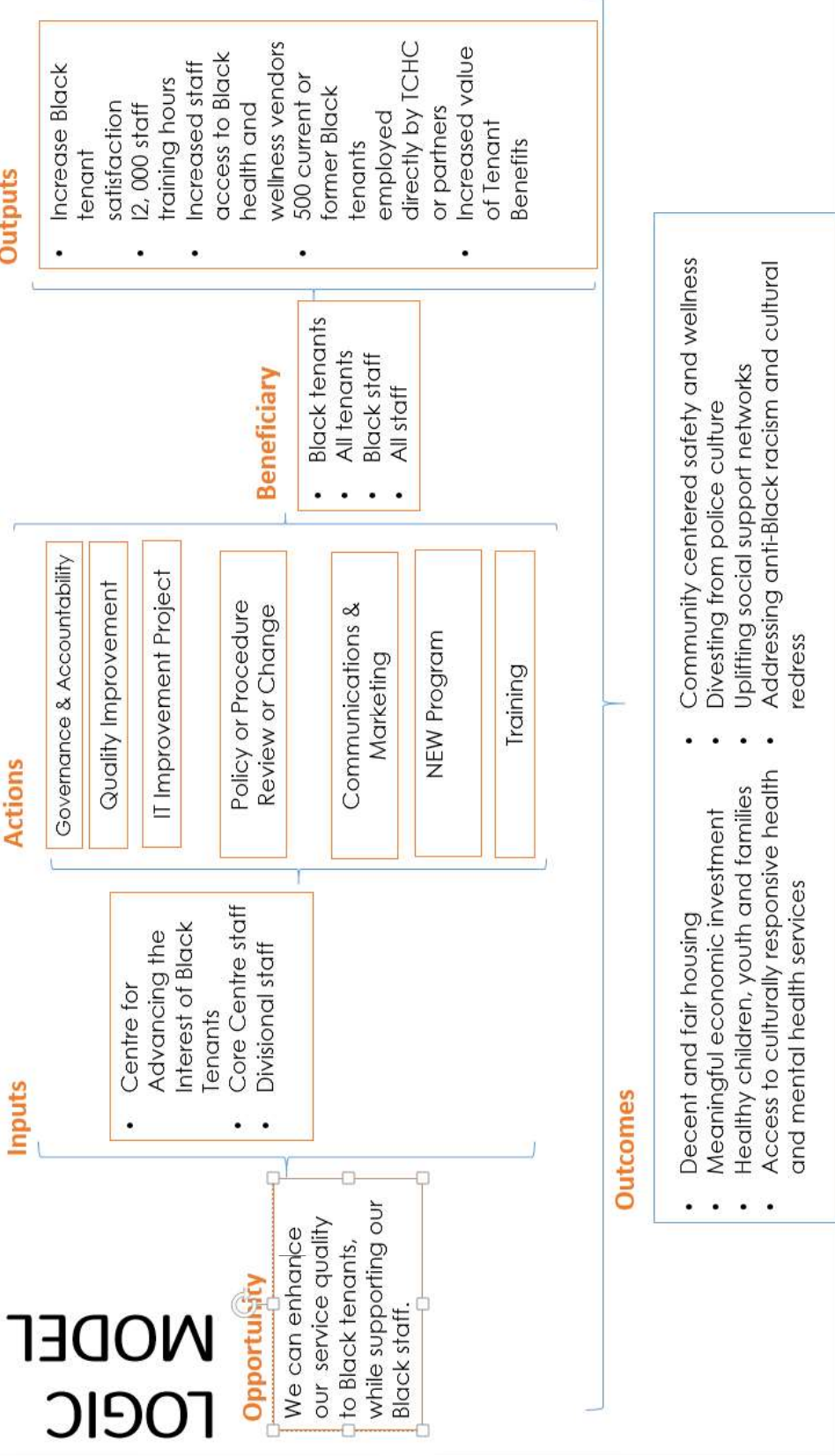
Specific activities completed by TCHC that will enhance the satisfaction of Black tenants and staff

Logic Model

LOGIC MODEL

Opportunity

We can enhance our service quality to Black tenants, while supporting our Black staff.



Key CABR Actions

Six key CABR Actions were identified in sessions with TCHC Divisions – these actions will enable TCHC to respond to anti-Black racism incidents, train our people, collect race-based data to improve decision making, develop an organizational approach to diversity and inclusion, activate investments to improve amenity spaces and provide increased opportunities for Black tenants.

1. Establishing the Centre for Advancing the Interest of Black People
2. Confronting Anti-Black Racism Training
3. Race-based data collection
4. Improve amenity spaces
5. Social Procurement Strategy
6. Diversity & Inclusion Strategy

CABR Action Plan

| Division Legend | |
|------------------------|---|
| Centre | Centre for Advancing the Interest of Black People |
| CEO | CEO Office |
| Comms | Strategic Communications |
| DEV | Development |
| FIN | Finance & Procurement |
| HR | Human Resources |
| IT | Information Technology |
| L&R | Legal and Risk Management |
| Ops – Bus Ops | Operations – Business Operations |
| Ops – CSU | Operations – Community Safety Unit |
| Ops – FM | Operations – Facilities Management |
| Ops – P&P | Operations – Programs and Partnerships |
| Ops – Regions | Operations – Regions |
| Ops – Tenant Eng | Operations – Tenant Engagement |
| Ops – TRO | Operations – Tenant Resolutions Office |
| SPSR | Strategic Planning and Stakeholder Relations |

Goal: Addressing Anti-Black Racism and Cultural Redress

Targets & Deliverables

Tenant Specific

- 3,000 tenants engaged around CABR
- Black tenant satisfaction converges on TCHC satisfaction score
- Benchmark. Collection of race-based data
- \$\$ Value of RFXs for projects that enable CABR strategy and/or Diversity & Inclusion Strategy
- Establish relevant benchmarks from Diversity & Inclusion Strategy
- CABR communications materials (translated by building preference) distributed to 100% of TCHC households

Staff Specific

- Benchmark Staff Engagement Score
- 12,000 staff training hours
- % of employees who met or exceed CABR and diversity and inclusion goals and targets
- Diversity & Inclusion Strategy
- % of staff that rate at or above meets all (PMP: CABR goals or behavioural competency)
- % of staff that complete workforce demography survey

| Goal | Key Activities | Completion | Divisional Lead | Support Divisions |
|---|--|------------|-----------------|---------------------------------|
| Addressing Anti-Black Racism and Cultural Redress | A. Establish the Centre for Advancing the Interests of Black People (The Centre) to lead the development, implementation, coordination and reporting on TCHC's CABR Actions | 2021 | CEO | Ops – P&P, FIN, IT, HR, Comms |
| | B. Create and implement annual training modules for TCHC employees and tenants | Ongoing | Centre | HR |
| | C. Establish Standard Operating Procedures (SOPs) to respond to: - Occurrences of anti-Black racism directed at staff - Occurrences of anti-Black racism directed at tenants | Q2 2022 | Centre | HR, L&R, OPS – Regions |
| | D. Establish a Tenant-Staff Oversight and Advisory Board to serve as an accountability function in supporting the Centre to guide TCHCs CABR implementation | Q3 2021 | Centre | Comms |
| | E. Provide bi-annual performance updates to the Board on TCHC's Confronting anti-Black Racism Strategy Implementation | Ongoing | Centre | |
| | F. Establish a cross-functional project team to design, implement, and monitor | Q3 2022 | SPSR | Centre, IT, L&R, Ops – Regions, |

| | | | | |
|---|--|--|-----------------------------|---|
| | the collection of disaggregated race-based data | | | Ops – Tenant Eng, DEV, Ops- TRO, OPS -CSU |
| Goal | Key Activities | Completion | Divisional Lead | Support Divisions |
| Addressing Anti-Black Racism and Cultural Redress | <p>G. Update TCHC culture model to reflect Confronting Anti-Black Racism and diversity and inclusion competencies</p> <p>H. Review Policy Management Framework applying CABR lens</p> <p>I. Partner with Black Tenants and establish a Tenant Editorial Board for the monthly Tenant LOOP magazine</p> <p>J. The Development Division will host annual conversations with Developer partner leadership teams, their labour partners, and associated networks about: -creating pathways for Black TCHC tenants into trades and other professional opportunities -Anti-Black racism incidences and actions to confront</p> | Q1 2021 Ongoing Q1 2022 Ongoing | HR SPSR Comms | SPSR, Centre, Comms Centre, L&R Ops – Regions, Centre |
| | | Ongoing | DEV | Ops – P&P, Comms, Centre, Ops – Tenant Eng |

| Goal | Key Activities | Completion | Divisional Lead | Support Divisions |
|---|---|------------|-----------------|-------------------|
| Addressing Anti-Black Racism and Cultural Redress | K. Apply anti-Black racism analysis to the Leadership Development Program | Q3 2021 | HR | Centre |
| | L. Develop a Diversity and Inclusion Strategy and D&I e-learning modules which includes an assessment of employee demographics and representational hiring needs | Q3 2021 | HR | Centre |
| | M. Review Human Resources Divisional policies and programs: <ul style="list-style-type: none"> - Recruitment activities - Hiring Policy - Attendance Support Program - Incorporate CABR and Diversity and Inclusion competencies in job descriptions of management and exempt staff - Review inclusionary statement on job calls - Develop standard operating procedures for involving Health & Safety in performance management with the goal of enhancing support to employees | Q2 2022 | HR | Centre |

| Goal | Key Activities | Completion | Divisional Lead | Support Divisions |
|---|--|------------|-----------------|-------------------|
| Addressing Anti-Black Racism and Cultural Redress | <p>N. Utilize the Performance Management Program (PMP) to promote and assess the ongoing development of anti-Black-racism and Diversity & Inclusion competencies amongst management staff</p> <p>O. Engage labour partners in a review of labour and employee relations policies and standard operating procedures as it relates to anti-Black racism including:</p> <ul style="list-style-type: none"> - Collective Agreements - MOU's/MOA's - Non-Medical Accommodation Process - Complaints Resolution Process <p>P. Implement a procurement intake whereby business units will assess the impact the project will have on TCHC's CABR strategy and Diversity and Inclusion goals</p> <p>Q. Include CABR and Diversity and Inclusion impact question on Vendor Award Committee applications</p> | Q1 2022 | HR | Centre |
| | | Q1 2022 | HR | Centre |
| | | Q2 2022 | FIN | Centre |
| | | Q2 2022 | FIN | Centre |

| Goal | Key Activities | Completion | Divisional Lead | Support Divisions |
|---|--|------------|-----------------|---------------------------------|
| Addressing Anti-Black Racism and Cultural Redress | R. Develop a roster of Black and equity-deserving vendors | Q2 2022 | FIN | Centre |
| | S. Hold information sessions with Black trade associations, chamber of commerce, and other organizations to raise awareness about TCHC's Request for Proposal (RFP) process | Q2 2022 | FIN | Centre, Ops – P&P, OPS -FM, DEV |
| | T. Update Vendor Code of Conduct to reflect CABR, and Diversity and Inclusion goals | Q2 2022 | FIN | Centre, Ops – P&P, FM, DEV |
| | U. Develop Standard Operating Procedures (SOP) and resources to improve service delivery experience of Black tenants: <ul style="list-style-type: none"> - Review Solutions script to identify opportunities for inclusive and welcoming messaging - Review Call Centre script to identify opportunities for inclusive and welcoming messaging - Develop resource guide for agents, maintenance dispatch staff, and complaints resolution staff | Q3 2022 | Ops – Bus Ops | Comms, Centre |

| Goal | Key Activities | Completion | Divisional Lead | Support Divisions |
|---|--|------------|-----------------|-------------------|
| Addressing Anti-Black Racism and Cultural Redress | V. Implement anti-Black racism communications campaign targeted at staff and tenants | Q2 2022 | Comms | Centre |

| <p>Targets & Deliverables</p> <p>Goal: Decent and Fair Housing</p> <p>Tenant Specific</p> <ul style="list-style-type: none"> -Total Square feet of refreshed amenity space – TBD -Decrease in false fire alarms -Increase in tenant referrals to OCHE | | | | |
|---|---|-------------------|-----------------|---|
| Goal | Key Activities | Completion | Divisional Lead | Support Divisions |
| Decent and Fair Housing | A. Conduct an assessment of the amenity spacing needs of tenants and utilize a mix of sources to refresh amenity spaces | Q4 2021 – Ongoing | Ops – FM | Centre, Ops – Tenant Eng, Comms, SPSP, DEV, Ops – Bus Ops |
| | B. Review standard operating procedures to respond to industry challenges and opportunities to improve | Q3 2022 | DEV | Centre, Comms, L&R, FIN, Ops - TOR |

| <p>the revitalization experience of Black and equity-deserving tenants: - Marketing plans for revitalization - Response to incidences of anti-Black discrimination on revitalization sites -Planning, design, and delivery of amenity spaces - Community Priority Report to inform developer selection -Relocation (selection of offsite communities)</p> | <p>Key Activities</p> | <p>Completion</p> | <p>Divisional Lead</p> | <p>Support Divisions</p> |
|--|------------------------------|--------------------------|--|---------------------------------|
| <p>C. Release a tenant survey in targeted developments to identify and inform capital priorities</p> | <p>Q3 2022</p> | <p>Ops - FM</p> | <p>Ops – Bus Ops, Ops – Tenant Eng, Centre, Comms</p> | |
| <p>D. On an annual basis share the list of completed or in-flight capital projects by region</p> | <p>TBD</p> | <p>Ops - FM</p> | <p>Ops – Bus Ops, Ops – Eng, Centre, Comms</p> | |
| <p>E. Implement an integrated communication and engagement program in targeted developments and targeting black tenants to raise tenant awareness:</p> <ul style="list-style-type: none"> • Centre • Submitting repairs • OCHE | <p>Q2 2023</p> | <p>Ops – Bus Ops</p> | <p>Ops - TRO, Comms, Centre, OCHE, Ops – Regions, Ops – Tenant Eng</p> | |

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|--|---|--|--|--|
| | <ul style="list-style-type: none"> • RGI rule changes • Crisis transfer policy / all transfers • Housing stability fund • Economic programs and services • Tenant safety • Anti-racism communication campaign | | | |
|--|---|--|--|--|

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|---|--|--|--|--|
| <p>Goal: Community Centered Safety</p> | | | | |
| <p>Targets & Deliverables</p> | | | | |
| <p>Tenant Specific</p> <ul style="list-style-type: none"> -Feasibility study on body worn cameras -# of hours dedicated to proactive patrols and community engagement -Decrease # of CSU complaints. Benchmarking after review of CSU Complaints Process -Increased tenant awareness of CSU -Increased tenant satisfaction with CSU | | | | |

| Goal | Key Activities | Completion | Divisional Lead | Support Divisions |
|---------------------------|--|-------------------|------------------------|---|
| Community Centered Safety | A. Review TCHC's communication and crisis response practices following a critical incident | Ongoing - Q3 2022 | OPS – P&P | Ops - CSU, Comms, Ops – Bus Ops, IT, L&R, Ops - Regions |
| | B. Review the feasibility of body worn cameras by TCHC's Special Constables | TBD | Ops - CSU | HR, Centre, L&R, FIN, |

| Goal | Key Activities | Completion | Divisional Lead | Support Divisions |
|---------------------------|--|------------|-----------------|---|
| Community Centered Safety | C. Utilize service hubs to increase Community Safety Advisors and Special Constables interactions with tenants | Ongoing | Ops-CSU | Ops - Regions; |
| | D. Provide ongoing community safety education and awareness campaigns on topics including, how to contact CSU | Ongoing | Ops-CSU | Ops - Regions; Comms; Ops – Tenant Engagement |
| | E. Increase the visibility of the CSU Complaints Coordinator | Q2 2022 | Legal | Ops - CSU, Legal, Centre, Ops – Business Ops |

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| <p>Targets & Deliverables</p> <p>Goal: Meaningful Economic Opportunities</p> <p>Tenant Specific</p> <ul style="list-style-type: none"> -500 current or former black tenants employed directly by TCHC or partners. Target is owned by all Divisions including: Operations – Facilities Management, Operations – Programs & Partnership, Operation - Regions, Operations - Community Safety Unit, Operations - Facilities Management, Development -Meet value targets of Tenant Benefits established through Social Procurement Strategy -Social Procurement strategy development and implementation -Meet value targets of Tenant Benefits established through Social Procurement Strategy |
|---|

| Goal | Key Activities | Completion | Divisional Lead | Support Divisions |
|-----------------------------------|--|------------|--|--|
| Meaningful Economic Opportunities | A. Leverage private sector partnerships to support TCHC's community and tenant economic development targets, CABR Strategy, and Inclusion & Diversity Strategy | Ongoing | DEV | DEV; Ops – P&P, FIN, L&R |
| | B. Provide increased internship options and opportunities for tenants | Ongoing | Ops – P&P | Ops – FM, Ops – Legal, Dev, IT, Ops – Business Ops |
| | C. Develop a social procurement strategy and program | Q3 2022 | Ops – P&P (strategy development, & implementation) FIN (policy owner) | Ops – FM, Ops – Bus Ops, L&R, Centre, Dev, IT, HR |
| | D. 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 | Q3 2022 | Ops - Regions | OPS – P&P; HR, DEV, Ops - FM |

| Goal: Healthy Children, Youth and Families | | | | |
|---|--|-------------------|------------------------|--|
| Targets & Deliverables | | | | |
| Tenant Specific | | | | |
| -Increased tenant awareness of CSU | | | | |
| -Increased tenant satisfaction with CSU | | | | |
| Goal | Key Activities | Completion | Divisional Lead | Support Divisions |
| Healthy Children, Youth and Families | A. 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.) | TBD | ITS | Ops – Business Ops; Ops - Regions |
| | B. Pilot an online platform for tenants to view their accounts, complete work orders, and access TCHC staff | 2023 | ITS | ITS Comms, HR, Ops – Business Ops, Centre |
| | C. Implement a Cadet Program for TCHC youth to help develop good citizenship, leadership and life skills | Q3 2022 | Ops - CSU | HR, Centre, FIN, Ops – P&P, OPS – Regions, Comms |

| <p>Goal: Access to Culturally Responsive Health and Mental Health Services</p> <p>Targets & Deliverables:</p> <ul style="list-style-type: none"> -Board report -Increased staff access to Black health and wellness vendors | | | | |
|---|--|-------------------|------------------------|--------------------------|
| Goal | Key Activities | Completion | Divisional Lead | Support Divisions |
| Access to Culturally Responsive Health and Mental Health Services | A. Review the benefits and costs of involving economic development CSCs in the management of households in arrears | Q2 2022 | Ops – Regions | Ops - Business Ops |
| | B. Review and make available Black health and wellness vendors through the Employee Family Assistance Program | Q4 2021 | Centre/HR | |

| <p>Goal: Divesting From Police Culture</p> <p>Targets & Deliverables:</p> <ul style="list-style-type: none"> -TBD | | | | |
|--|--|-------------------|------------------------|--------------------------|
| Goal | Key Activities | Completion | Divisional Lead | Support Divisions |
| Divesting From Police Culture | A. Identify complimentary but non-enforcement responses to CSU's service mix | TBD | Centre | CSU |
| | B. Conduct a review of the Neptune 4 incident | TBD | Centre | TBD |

Measuring Success

Through consultation with staff, tenants, and stakeholders, we heard about the importance of applying appropriate success indicators and providing progress updates.

Readily available metrics to benchmark TCHC's confronting Anti-Black racism efforts, and limited access to disaggregated data are challenges to designing responsible targets. With those limitations, by the end of 2024, we expect to achieve or benchmark the following:

- 3,000 tenants engaged around CABR
- Black tenant satisfaction converges on TCHC satisfaction score
- Benchmarking. Staff Engagement Score
- 12,000 staff training hours
- Identify the racial composition of the workforce and tenancy
- % of employees who met or exceed CABR and diversity and inclusion goals and targets
- Diversity & Inclusion Strategy
- Establish relevant benchmarks from Diversity & Inclusion Strategy
- \$\$ Value of contracts awarded to projects that enable CABR strategy and/or Diversity & Inclusion Strategy
- 100% of employees engaged around CABR
- CABR communication materials (translated by building language demographic) distributed to 100% of TCHC households
- # of square feet of refreshed amenity space
- Decrease in false fire alarms
- Increase in tenant referrals to OCHE
- Increased tenant awareness of CSU
- Increased tenant satisfaction with CSU
- 500 current or former black tenants employed directly by TCHC or partners
- \$\$ Value of Tenant Benefits

- Social Procurement strategy

Achieving these results by themselves will not fulfill the expectations of tenants, staff, and stakeholders. The results are aligned with TCHC's existing and planned measurement systems, which miss opportunities to gather opinions, thoughts, perceptions, and Black tenant impact. To overcome this shortcoming the Centre will coordinate a time-based study to evaluate how Black tenants have been impacted by the CABR Strategy.

Next Steps

To implement TCHC's Confronting Anti-Black Racism Strategy, the Centre is required to coordinate the 43 actions across the organization, build organizational capacity to deliver equitable programs and services, and share our results with our communities, staff, and stakeholders.