

Centre for Advancing the Interest of Black People Mandate

The Centre for Advancing the Interest of Black People drives tenant satisfaction and staff engagement by embedding anti-Black racism analysis into the culture and operations of TCHC. The Centre achieves its mandate by influencing TCHC’s service delivery model, providing data and information that improves decision making, building relationships with Black communities, and increasing organizational capacity to confront anti-Black racism.

a. Instituting Organizational Change

The Centre drives responses towards confronting anti-Black racism and all forms of discrimination and prejudice. The Centre is the mechanism that manages organizational change through coordination and oversight of divisional action plans. The Centre enables TCHC to better provide housing and social supports to Black tenants and transforms operations and experiences at Toronto Community Housing and lead the sector in defining the experience of social housing for all tenants. The Centre’s work is concerned with the experience of anti-Black racism; however, the Centre is a space that increases TCHC capacity to provide service from an equity lens for all equity-seeking groups.

b. Impacting Service Delivery

The Centre increases the ability for TCHC to deliver high quality services by increasing organizational bandwidth. The Centre will provide coaching, training, and centralized services that supports operational teams to better serve Black tenants by building up staff capacity to address anti-Black racism on an on-going basis. While instituting organizational change the Centre fills in divisional knowledge and resource gaps to fulfill the objectives of the CABR Strategy. Recognizing that there is a current inability for TCHC staff to address on-going, day to day systemic issues of anti-Black racism that impact tenants and staff, the Centre creates that ability. The Centre creates the ability to track race-based incidents and use race-based data to impact our service delivery, to evaluate our service delivery through an anti-Black racism lens and improve service delivery based on the data.

c. Influencing through Research, Analysis, and Policy

The Centre aims to maintain and enhance TCHC’s CABR capabilities and lead sectorial change by shaping the discussion around housing policy and race. The Centre will influence change in TCHC and the broader social housing sector through research, data collection, policy analysis and advising, and communicating strategic narratives about anti-Black racism and social housing. The Centre will ensure TCHC’s work reflects the mechanisms for change outlined in the CABR Strategy including the implementation of anti-Black racism action plans, cultural redress, competency in anti-Black racism analysis, public engagement, human rights data collection, human resources transformation and advocacy. The Centre will support in the creation of new policies and the review of existing TCHC policies. The Centre will have the ability to respond to the changing needs of tenants and staff through targeted research.

d. Strategic and Sustained Relationship Building among Diverse Groups

The Centre will align its efforts in accordance to its objective of advancing the interests of Black tenants and staff working with community partners, policymakers, and other stakeholders across sectors. Tenant-centered and TCHC divisional collaboration inform the work while the Centre expertise helps community partners and policymakers with strategies, advocacy and policy that enhances the residential experience of Black tenants.

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Position	Work scope	Issues/Pain Points	Opportunity Identified	Anticipated Benefits	Connection to CABR Strategy	Division(s)/ Business Unit(s) supported	Funding Source & Permanency Status
Centre Director	<ul style="list-style-type: none"> senior TCHC staff on Confronting-Anti Black Racism responsible for implementing the Centre' mandate, strategy development, and oversees the Centre's operations, provides direction, visioning and leadership reports to the CEO and Board and engages the Executive Leadership Team at TCHC with the goal of improving Black tenants and staff experience with TCHC provides and coordinates the necessary support, resources and supervision to ensure the mandate of the Centre and the implementation of the CABR Strategy are fulfilled manages and oversees Centre staff to ensure that delivery of work plans, accountability and transparency represents the Centre and its work publicly and internally sits at various leadership tables to influence decision making champions and provides strategic leadership by applying the Centre's unique 	<ul style="list-style-type: none"> limited organizational capacity to address ABR loss of momentum for the strategy lack of organizational ability to be proactive around issues of ABR resistance to change management process lack of race based data in TCHC 	<ul style="list-style-type: none"> influencing the broader public sector in delivering services to Black Canadians proactive responses to emerging ABR issues within TCHC emphasizing the 'social' in social housing development of a broader data collection strategy, including race based data collection eases the change management process for the organization 	<ul style="list-style-type: none"> provides strategic direction for the entire organization sets the pace for the organization regarding CABR less resistance and more internal support for the execution of the CABR Strategy 	<ul style="list-style-type: none"> Decent and fair housing Meaningful economic investment Healthy children, youth and families Access to culturally responsive health and mental health services Community-centered safety Divesting from police culture Uplifting social support networks Addressing anti-Black racism and cultural redress 	<ul style="list-style-type: none"> Center All TCHC Divisions 	CEO's Office Permanent Centre Staff

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	capabilities to TCHC's strategic goals						
Executive Assistant	<ul style="list-style-type: none"> acts as the point of contact between the Centre Director and internal or external colleagues. organizes meetings, handles correspondence, make arrangements for the booking of spaces and arrangements tracks all Centre incidentals (such as food, transportation, etc.). provides support to the Centre Director in the development of reports and presentations, taking dictation and minutes supports the Centre through the maintenance and organizations of database systems 	<ul style="list-style-type: none"> administrative support data collection 	<ul style="list-style-type: none"> ensuring fiscal management and tracking for the Centre 	<ul style="list-style-type: none"> centralized point of contact for the Centre ensures the sustainability of the work team is effectively supported in their administrative needs 	<ul style="list-style-type: none"> Decent and fair housing Meaningful economic investment Addressing anti-Black racism and cultural redress 	<ul style="list-style-type: none"> Center 	CEO's Office Permanent Centre Staff
Business Planner	<ul style="list-style-type: none"> functions as a central coordinator for the work of the Centre ensures that work is aligned and adheres to accountability and transparency standards provides strategic assistance to various parts of the Centre works on special projects and provides support for routine TCHC business provides support and assistance to the Tenant and 	<ul style="list-style-type: none"> possibility of team members working in silos staff and tenants concerns around transparency and accountability in implementing the strategy increased demand on the Centre disconnect between Centre and TCHC staff and tenants 	<ul style="list-style-type: none"> ensuring accountability and transparency within the Centre development of reports that capture trends within TCHC and the wider social housing sector develop a roster of professional mentors who can provide job shadowing and career coaching 	<ul style="list-style-type: none"> creates synergy between Centre staff able to respond to increased demand on Centre staff ensures that TCHC staff and tenants are engaged with the development and oversight of the Centre 	<ul style="list-style-type: none"> Decent and fair housing Meaningful economic investment Healthy children, youth and families Uplifting social support networks Addressing anti-Black racism and cultural redress 	<ul style="list-style-type: none"> Center All TCHC Divisions 	CEO's Office Permanent Centre Staff

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	<p>Staff Oversight Committee in executing their mandate</p> <ul style="list-style-type: none"> works with Black Staff Support Network to address Black staff needs. works with Director to provide professional assistance on Centre wide objectives 		<p>advice to Black tenants</p>	<ul style="list-style-type: none"> tenant are engaged with TCHC and provided meaningful opportunities 			
Policy, Planning and Coaching Consultant 1	<ul style="list-style-type: none"> provides an urban planning and anti-black racism lens to support the Development and Facilities Management divisions engages with both head office staff and front-line staff to ensure holistic change management processes promotes interconnectedness, synthesis and working as a whole throughout the execution of the strategy shifts corporate culture by having oversight over divisional work plans ensures accountability and adherence to the CABR Strategy are in place and guide TCHC transformation provides evidence-based advice and anti-Black racism expertise to create policies, programs, procedures that minimize harm and promote the interests of Black staff and tenants 	<ul style="list-style-type: none"> missing business process to identify, track, and award low risk capital projects to tenant businesses or social enterprise risk of bodily harm to young black men moved as a result of the relocation program lack of understanding of how the funded capital program will improve quality housing in communities with a disproportionate number of black tenants difference in maintenance standards for Black tenants negative impact of community design and environmental 	<ul style="list-style-type: none"> Tenant Benefits Program (negotiate tenant benefits for revitalization program) tenant survey to inform repair work review repair backlog to identify projects that will enhance the Black tenant experience while keeping to FCI targets engage with developments that have higher concentration of Black tenants to identify opportunities to make improvements to community spaces utilize Black tenant, businesses and/or community social enterprises to deliver low risk capital projects 	<ul style="list-style-type: none"> activation of small black tenant businesses tenant input in repair processes and procedures increased hiring of black tenants improved usage of community spaces improved quality of life through healthier and safer communities aligns development, facilities management and maintenance with an ABR lens 	<ul style="list-style-type: none"> Decent and Fair Housing Meaningful Economic Investment Healthy Children, Youth and Families 	<ul style="list-style-type: none"> Center Development Facilities Management 	<p>Development/FM (Operations) Will transition to Development</p>

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	<ul style="list-style-type: none"> • collects data relevant to the objectives of the Centre noting trends, concerns and progress in the implementation of the CABR Strategy • works with Divisions to co-develop work plans, create goals and establish implementation tables and will focus on the assessment of anti-Black racism as a risk, equipping teams with the ability to recognize risk and mitigate it • creates proactive responses to anti-Black racism that allows TCHC to anticipate changes that will impact Black tenants and plan for those changes • provides support to TCHC staff to trouble-shoot, create toolkits, assessment guides and building a nuanced understanding of anti-Black racism thereby actualizing ABR as a workplace competency • works with leadership teams and management to building capacity and confidence to lead the organization in the implementation of the CABR Strategy • leads and organizes a City Wide Forum on key issues regarding anti-Black racism 	<ul style="list-style-type: none"> racism on tenant wellbeing • disconnection between front-line staff and tenants and TCHC head office staff 	<ul style="list-style-type: none"> • developing opportunities for Black tenant businesses or social enterprise; • leveraging expertise to respond to wider trends of community development • influencing the design of Black communities that are reflective of safer, healthier communities • collection of race based data regarding maintenance and state of good repair • increases the ability to work from a decentralized model 				

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	<p>and social housing through the convening of key stakeholders to drive innovative collaborations and to gather continuous information on best practices and the state of the Black community in Toronto</p> <ul style="list-style-type: none"> • produces research papers, grey literature and public materials on anti-Black racism and social housing 						
Policy, Planning and Coaching Consultant 2	<ul style="list-style-type: none"> • provides a policing, community safety, justice and harm reduction lens to support the Community Safety Unit • engages with both head office staff and front-line staff to ensure holistic change management processes • promotes interconnectedness, synthesis and working as a whole throughout the execution of the strategy • shifts corporate culture by having oversight over divisional work plans • ensures accountability and adherence to the CABR Strategy are in place and guide TCHC transformation • provides evidence-based advice and anti-Black racism expertise to create policies, programs, procedures that minimize harm and promote 	<ul style="list-style-type: none"> • historical mistrust between Black community and police like entities • internal racism faced by Black CSU officers • CSU officers feeling disconnected from the rest of the organization • mistrust causes barriers in ensuring community safety • inability to address issues from a harm reduction approach • tenants are uninformed of the role of CSU versus the police • perception that CSU duplicating 	<ul style="list-style-type: none"> • reforming and redefining CSU in line with tenant input • develop a new mandate for CSU • reallocate funding away from policing activities towards community development activities • to utilize more community development and harm reduction approaches • diversify CSU leadership in race and expertise • educate tenants on role of CSU • launch Cadet program to facilitate tenant access to special constable 	<ul style="list-style-type: none"> • communities see CSU as invested in their wellbeing and safety • Black CSU officers feel valued within the organization • CSU culture is reflective of social housing/TCHC • CSU leverages partnerships with service providers to use harm reduction approaches • tenants feel less policed and more supported • tenants hired and engaged through CSU • CSU complaints are reviewed 	<ul style="list-style-type: none"> • Divesting from Police Culture • Addressing Anti-Black Racism and Culture Redress • Community Centered Safety and Wellness • Access to culturally responsive health and mental health services 	<ul style="list-style-type: none"> • Center • Community Safety Unit 	Operations-Community Safety Unit Will transition to Operations

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	<p>the interests of Black staff and tenants</p> <ul style="list-style-type: none"> • collects data relevant to the objectives of the Centre noting trends, concerns and progress in the implementation of the CABR Strategy • works with Divisions to co-develop work plans, create goals and establish implementation tables and will focus on the assessment of anti-Black racism as a risk, equipping teams with the ability to recognize risk and mitigate it • creates proactive responses to anti-Black racism that allows TCHC to anticipate changes that will impact Black tenants and plan for those changes • provides support to TCHC staff to trouble-shoot, create toolkits, assessment guides and building a nuanced understanding of anti-Black racism thereby actualizing ABR as a workplace competency • works with leadership teams and management to building capacity and confidence to lead the organization in the implementation of the CABR Strategy 	<p>the functions of TPS</p> <ul style="list-style-type: none"> • leadership is largely white ex-police officers • policing approach is a barrier to community development approaches 	<p>employment opportunities</p> <ul style="list-style-type: none"> • CSU complaints process integrated with the Solutions Team 	<p>externally to CSU</p>			

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	<ul style="list-style-type: none"> leads and organizes a City Wide Forum on key issues regarding anti-Black racism and social housing through the convening of key stakeholders to drive innovative collaborations and to gather continuous information on best practices and the state of the Black community in Toronto produces research papers, grey literature and public materials on anti-Black racism and social housing 						
Policy, Planning and Coaching Consultant 3	<ul style="list-style-type: none"> provides a legal, human resources and strategic planning lens to support the work of the Legal, HR and Strategic Planning divisions engages with both head office staff and front-line staff to ensure holistic change management processes promotes interconnectedness, synthesis and working as a whole throughout the execution of the strategy shifts corporate culture by having oversight over divisional work plans ensures accountability and adherence to the CABR Strategy are in place and guide TCHC transformation provides evidence-based advice and anti-Black racism 	<ul style="list-style-type: none"> emphasis on risk management approaches to the detriment of tenants and staff disconnect from front-line staff and tenants outdated and colourblind policies underrepresentation of Black staff in leadership positions negative perceptions regarding labour relations perception of gate keeper function within the organization 	<ul style="list-style-type: none"> change corporate culture embed an ABR lens into organizational policies, procedures and approaches include equity impact statement on all Board reports requiring approval review and update Whistleblower policy leverage development and capital spending to facilitate direct tenant hiring increases organizational ability to treat ABR as a risk the ability to influence external 	<ul style="list-style-type: none"> TCHC is positioned as an expert in social housing and ABR corporate culture reflects a commitment to addressing ABR increase in tenant hires during development projects reduction of fear for staff to speak about regarding ABR incidents increased connection to front-line staff and tenants 	<ul style="list-style-type: none"> Decent and fair housing Meaningful economic investment Uplifting social support networks Addressing anti-Black racism and cultural redress 	<ul style="list-style-type: none"> Center Legal Human Resources Strategic Planning and Communications 	Legal Will transition to Legal

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	<p>expertise to create policies, programs, procedures that minimize harm and promote the interests of Black staff and tenants</p> <ul style="list-style-type: none"> collects data relevant to the objectives of the Centre noting trends, concerns and progress in the implementation of the CABR Strategy works with Divisions to co-develop work plans, create goals and establish implementation tables and will focus on the assessment of anti-Black racism as a risk, equipping teams with the ability to recognize risk and mitigate it creates proactive responses to anti-Black racism that allows TCHC to anticipate changes that will impact Black tenants and plan for those changes provides support to TCHC staff to trouble-shoot, create toolkits, assessment guides and building a nuanced understanding of anti-Black racism thereby actualizing ABR as a workplace competency works with leadership teams and management to building capacity and confidence to lead the organization in the 		<p>stakeholders to respond to ABR issues</p> <ul style="list-style-type: none"> the ability to recruit and retain a workforce that is reflective to our commitment to address ABR can shift the perception of organizational incompetence through the development of new policies, procedures and approaches positions TCHC as an expert in social housing and in ABR anti-Racism communications campaign 	<ul style="list-style-type: none"> increase in diversity within leadership positions historical mistrust between HR and TCHC staff is addressed staff and tenants receive consistent and aligned messaging regarding ABR 			

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	implementation of the CABR Strategy <ul style="list-style-type: none"> leads and organizes a City Wide Forum on key issues regarding anti-Black racism and social housing through the convening of key stakeholders to drive innovative collaborations and to gather continuous information on best practices and the state of the Black community in Toronto produces research papers, grey literature and public materials on anti-Black racism and social housing 						
Policy, Planning and Coaching Consultant 4	<ul style="list-style-type: none"> provides a social housing, community development, community engagement and anti-black racism lens to support the Operations Regions, Seniors Housing, Finance and IT engages with both head office staff and front-line staff to ensure holistic change management processes promotes interconnectedness, synthesis and working as a whole throughout the execution of the strategy shifts corporate culture by having oversight over divisional CABR work plans ensures accountability and adherence to the CABR 	<ul style="list-style-type: none"> Black tenants and staff continue to cite race as a factor in the services received by TCHC unclear where race based concerns are escalated and standard operating procedures to respond delay is resolving ABR related issues because of missing expertise and standard operating procedures leading to tenant satisfaction issues 	<ul style="list-style-type: none"> respond to ABR incidents at the regional level; decreased escalations Black tenants are informing service quality indicators creates pathways for Finance and IT to be connected to the rest of the organization review tenant honorarium policy with the goal of providing more options to tenants improvements to tenant use of space infrastructure (i.e. 	<ul style="list-style-type: none"> consistent tenancy management practices related ABR increased black tenant engagement ABR incidents are tracked, reported, and decrease over implementation period improvement to tenant facing systems that enhance community wellbeing 	<ul style="list-style-type: none"> Decent and fair housing Meaningful economic investment Healthy children, youth and families Access to culturally responsive health and mental health services Community-centered safety Uplifting social support networks Addressing anti-Black racism and cultural redress 	<ul style="list-style-type: none"> Center Central Region East Region West Region Seniors Housing Unit Finance Information Technology 	Operations Will transition to Operations

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	<p>Strategy are in place and guide TCHC transformation</p> <ul style="list-style-type: none"> provides evidence-based advice and anti-Black racism expertise to create policies, programs, procedures that minimize harm and promote the interests of Black staff and tenants collects data relevant to the objectives of the Centre noting trends, concerns and progress in the implementation of the CABR Strategy works with Divisions to co-develop work plans, create goals and establish implementation tables and will focus on the assessment of anti-Black racism as a risk, equipping teams with the ability to recognize risk and mitigate it creates proactive responses to anti-Black racism that allows TCHC to anticipate changes that will impact Black tenants and plan for those changes provides support to TCHC staff to trouble-shoot, create toolkits, assessment guides and building a nuanced understanding of anti-Black racism thereby actualizing ABR as a workplace competency 	<ul style="list-style-type: none"> lack of capacity of GMs to deal with issues of racism for tenants and staff tensions between tenants and tenant facing staff disconnect between Finance/IT to the experiences of the rest of the organization operations policies and procedures do not reflect an ABR 	<p>potential to have digital sign ups and FOB access)</p> <ul style="list-style-type: none"> internships for Black youth in IT and Finance 				

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	<ul style="list-style-type: none"> works with leadership teams and management to building capacity and confidence to lead the organization in the implementation of the CABR Strategy leads and organizes a City Wide Forum on key issues regarding anti-Black racism and social housing through the convening of key stakeholders to drive innovative collaborations and to gather continuous information on best practices and the state of the Black community in Toronto produces research papers, grey literature and public materials on anti-Black racism and social housing 						
Education and Advocacy Consultant	<ul style="list-style-type: none"> works with the TSCs and CSC's to identify education needs of tenants across the regions collaborates with Learning and Development to create anti-black racism education programs and tools educates staff and tenants about the strategy and its recommendations empowers tenants and staff to use and engage the Centre effectively assists staff and tenants to have the language to advocate their needs 	<ul style="list-style-type: none"> lack of staff knowledge, confidence and capacity to address ABR issues between tenants lack of tools and resources for staff information and advocacy gap for Black tenants fear of making mistakes for staff when addressing ABR 	<ul style="list-style-type: none"> coordinated education programs for tenants (ex. deliver workshops on RGI rules for tenants) coordinated education programs for staff ability to be proactive and diverse in data collection opportunities/pathways dispel historical myths that exists 	<ul style="list-style-type: none"> improved information sharing and data collection from proactive approaches more tenants are informed of TCHC's processes and can better engage with the organization tenants are empowered staff build confidence to 	<ul style="list-style-type: none"> Decent and fair housing Meaningful economic investment Healthy children, youth and families Uplifting social support networks Addressing anti-Black racism and cultural redress 	<ul style="list-style-type: none"> Center East Region West Region Central Region Strategic Communications Finance Labour Relations Learning and Organizational Development 	HR Will transition to HR

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	<ul style="list-style-type: none"> manage education and advocacy work by leading the Tenant Workshop Facilitators and Tenant Animators organize engagement across the TCHC portfolio for tenants and front-line staff work with external ABR consultants and trainers to organize education and training opportunities for front-line staff play an advocacy role both internally and externally as required 	<ul style="list-style-type: none"> misconceptions about TCHC policies and procedures for tenants lack of ability to be proactive with information sharing ineffective and outdate outreach and education for tenants 	<p>within the Black community</p> <ul style="list-style-type: none"> Communication campaign on ABR 	<p>address ABR issues in meaningful ways</p>			
Tenant Workshop Facilitator 1	<ul style="list-style-type: none"> works under the Education and Advocacy Consultant to conduct workshops across the East region supports engagement across the three regions and will mobilize Tenant Animators to be facilitators in different communities proactively facilitates workshop series on a range of identified topics relevant to tenants including OCHE, CSU, arrears, crisis transfers, annual reviews, etc. oversee funds to do projects that build capacity of Black tenant groups in TCHC 	<ul style="list-style-type: none"> a lack of Black tenant knowledge on the functions of TCHC inability for all Black tenants to advocate effectively for themselves mistrust and disconnection between TCHC and Black tenants 	<ul style="list-style-type: none"> tailored workshops developed to respond to differing community needs creative community driven responses through capacity building projects race based data collection through workshops proactive responses from TCHC through the knowledge gained from workshops 	<ul style="list-style-type: none"> greater connection between TCHC and Black communities increased tenant knowledge of TCHC including OCHE, CSU, arrears, crisis transfers, annual reviews etc. increased organizational understanding of the needs of Black tenants 	<ul style="list-style-type: none"> Decent and fair housing Meaningful economic investment Healthy children, youth and families Uplifting social support networks Addressing anti-Black racism and cultural redress 	<ul style="list-style-type: none"> Center East Region 	HR/ Operations Will transition to HR

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Tenant Workshop Facilitator 2	<ul style="list-style-type: none"> works under the Education and Advocacy Consultant to conduct workshops across the Central region supports engagement across the three regions and will mobilize Tenant Animators to be facilitators in different communities proactively facilitates workshop series on a range of identified topics relevant to tenants including OCHE, CSU, arrears, crisis transfers, etc. oversee funds to do projects that build capacity of Black tenant groups in TCHC 	<ul style="list-style-type: none"> a lack of Black tenant knowledge on the functions of TCHC inability for all Black tenants to advocate effectively for themselves mistrust and disconnection between TCHC and Black tenants 	<ul style="list-style-type: none"> tailored workshops developed to respond to differing community needs creative community driven responses through capacity building projects race based data collection through workshops proactive responses from TCHC through the knowledge gained from workshops 	<ul style="list-style-type: none"> greater connection between TCHC and Black communities increased tenant knowledge of TCHC including OCHE, CSU, arrears, crisis transfers, annual reviews etc. increased organizational understanding of the needs of Black tenants 	<ul style="list-style-type: none"> Decent and fair housing Meaningful economic investment Healthy children, youth and families Uplifting social support networks Addressing anti-Black racism and cultural redress 	<ul style="list-style-type: none"> Center Central Region 	HR/ Operations Will transition to Operations
Tenant Workshop Facilitator 3	<ul style="list-style-type: none"> works under the Education and Advocacy Consultant to conduct workshops across the West region supports engagement across the three regions and will mobilize Tenant Animators to be facilitators in different communities proactively facilitates workshop series on a range of identified topics relevant to tenants including OCHE, CSU, arrears, crisis transfers, etc. oversee funds to do projects that build capacity of Black tenant groups in TCHC 	<ul style="list-style-type: none"> a lack of Black tenant knowledge on the functions of TCHC inability for all Black tenants to advocate effectively for themselves mistrust and disconnection between TCHC and Black tenants 	<ul style="list-style-type: none"> tailored workshops developed to respond to differing community needs creative community driven responses through capacity building projects race based data collection through workshops proactive responses from TCHC through the knowledge gained from workshops 	<ul style="list-style-type: none"> greater connection between TCHC and Black communities increased tenant knowledge of TCHC including OCHE, CSU, arrears, crisis transfers, annual reviews etc. increased organizational understanding of the needs of Black tenants 	<ul style="list-style-type: none"> Decent and fair housing Meaningful economic investment Healthy children, youth and families Uplifting social support networks Addressing anti-Black racism and cultural redress 	<ul style="list-style-type: none"> Center West Region 	HR/ Operations Will transition to Operations
Resolutions Coordinator 1	<ul style="list-style-type: none"> priorities responding to staff complaints 	<ul style="list-style-type: none"> no established mechanism for 	<ul style="list-style-type: none"> access to a systems navigator 	<ul style="list-style-type: none"> increased ability for staff to report 	<ul style="list-style-type: none"> Decent and fair housing 	<ul style="list-style-type: none"> Center 	CEO's Office

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	<ul style="list-style-type: none"> works with Legal and Human Resources to facilitate in resolving anti-black racism issues acts as a systems navigator through the use of human rights lens, equity lens, transformative justice lens and ABR lens to resolve tenant and staff complaints and concerns liaises with relevant partners including unions, HR and Legal Services to manage issues to the point of resolution and will provide mediation as necessary supports in external and internal reviews and investigations regarding anti-Black racism collects data on ABR incidents coming through the Centre and log resolutions and results. 	<ul style="list-style-type: none"> staff to report and resolve labour relations issues underpinned by race mistrust between HR and staff leads to an underreporting of issues in TCHC 	<ul style="list-style-type: none"> increased ability for staff to report and respond to ABR issues to track and understand patterns of ABR incidents within TCHC addresses historical mismanagement regarding ABR issues creates a pathway for cultural redress 	and find resolutions on ABR issues	<ul style="list-style-type: none"> Meaningful economic investment Healthy children, youth and families Access to culturally responsive health and mental health services Community-centered safety Divesting from police culture Uplifting social support networks Addressing anti-Black racism and cultural redress 	<ul style="list-style-type: none"> Labour Relations Investigations Legal Counsel 	Permanent Centre Staff
Resolutions Coordinator 2	<ul style="list-style-type: none"> priorities responding to tenant complaints works with Legal and the Tenancy Resolutions Office to facilitate in resolving anti-black racism issues acts as a systems navigator through the use of human rights lens, equity lens, transformative justice lens and ABR lens to resolve tenant and staff complaints and concerns 	<ul style="list-style-type: none"> no established mechanism for tenants to report and resolve tenancy issues underpinned by race issues get escalated to GMs and other senior leadership and becomes a tenancy 	<ul style="list-style-type: none"> access to a systems navigator increased ability for tenants to report and respond to ABR issues to track and understand patterns of ABR incidents within TCHC addresses historical mismanagement 	increased ability for tenants to report and find resolutions on ABR issues	<ul style="list-style-type: none"> Decent and fair housing Meaningful economic investment Healthy children, youth and families Access to culturally responsive health and mental health services 	<ul style="list-style-type: none"> Center Tenancy Resolutions Investigations Legal Counsel OCHE 	CEO's Office Permanent Centre Staff

Centre for Advancing the Interest of Black People							
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	<ul style="list-style-type: none"> liaises with relevant partners including Operations and Legal Services to manage issues to the point of resolution and will provide mediation as necessary supports in external and internal reviews and investigations regarding anti-Black racism collects data on ABR incidents coming through the Centre and log resolutions and results. 	<ul style="list-style-type: none"> management issue rather than a human rights issue lack of ability to be proactive in resolving tenant disputes 	<ul style="list-style-type: none"> regarding ABR issues creates a pathway for cultural redress 		<ul style="list-style-type: none"> Community-centered safety Divesting from police culture Uplifting social support networks <p>Addressing anti-Black racism and cultural redress</p>		
Communications Coordinator	<ul style="list-style-type: none"> designs and reviews Centre materials, branding and documents oversees and manage the Centre's social media presence supports Tenant and Staff Oversight and Advisory Board in the development of communications products serves as a liaison to media outlets communicates the Centre's position on issues relating to anti-Black racism and social housing and other matters of interest to influence public opinion, garner support and push for stakeholder response 	<ul style="list-style-type: none"> negative perception of TCHC as an organization lack of awareness/clarity around the CABR Strategy will lead to more instances of ABR and retaliation historic negative perceptions can impact the success of the strategy a lack of acknowledge of the history and legacy of Black communities in TCHC 	<ul style="list-style-type: none"> socialize the strategy to both internal and external stakeholders proactively directing the conversation around the CABR Strategy ensures targeted communications to Black communities in TCHC creates pathways to have meaningful conversations around ABR 	<ul style="list-style-type: none"> increased staff and tenant awareness of the CABR Strategy dispels myths around Strategy and ABR captures the stories and histories of Black tenants and communities in TCHC 	<ul style="list-style-type: none"> Decent and fair housing Meaningful economic investment Uplifting social support networks Addressing anti-Black racism and cultural redress 	<ul style="list-style-type: none"> Center Strategic Communications Stakeholder Relations 	<p>Strategic Communications and Stakeholder Relations</p> <p>Permanent Centre Staff</p>

Centre for Advancing the Interest of Black People							
Position	Work scope	Issues/Pain Points	Opportunity Identified	Anticipated Benefits	Connection to CABR Strategy	Division(s)/ Business Unit(s) supported	Funding Source & Permanency Status
Research Assistant 1 (Part-time)	<ul style="list-style-type: none"> produces research regarding tenants and staff in the West Region provides support to staff across the Centre in areas of the collection, analysis, synthesis and dissemination of race-based data repts to the Business Planner and contribute to projects within the Centre to support in the creation and development of Centre reports specific research area focused on tenants 	<ul style="list-style-type: none"> higher instances of youth-violence in the West region longer maintenance wait times under contract-managed buildings in Black communities understanding the unique intersections of Black Muslim tenants in the West region impacts of revitalization on Black tenants lack of meaningful economic opportunities Black youth and families 	<ul style="list-style-type: none"> ability to strategically identify issues unique to each TCHC region innovative responses to issues of youth violence understanding of maintenance issues from a ABR analysis developing stronger relationships between TCHC and intersectional Black tenants responding to revitalization from an ABR lens creation of meaningful economic opportunities for Black youth and families 	<ul style="list-style-type: none"> tailored responses to regional issues within the CABR framework decrease in incidents of youth violence decrease in complaints regarding maintenance improved engagement with intersectional Black tenants increased positive tenant engagement with revitalization improved economic outcomes for Black youth and families 	<ul style="list-style-type: none"> Decent and fair housing Meaningful economic investment Healthy children, youth and families Access to culturally responsive health and mental health services Community-centered safety Divesting from police culture Uplifting social support networks Addressing anti-Black racism and cultural redress 	<ul style="list-style-type: none"> Center West Region 	Strategic Communications and Stakeholder Relations Permanent Centre Staff
Research Assistant 2 (Part-time)	<ul style="list-style-type: none"> produces research regarding tenants and staff in the Central Region provides support to staff across the Centre in areas of the collection, analysis, synthesis and dissemination of race-based data repts to the Business Planner and contribute to projects within the Centre to 	<ul style="list-style-type: none"> impacts of revitalization on Black tenants understanding the unique intersections of Black queer tenants in the Central region lack of meaningful economic 	<ul style="list-style-type: none"> ability to strategically identify issues unique to each TCHC region developing stronger relationships between TCHC and intersectional Black tenants 	<ul style="list-style-type: none"> tailored responses to regional issues within the CABR framework improved engagement with intersectional Black tenants 	<ul style="list-style-type: none"> Decent and fair housing Meaningful economic investment Healthy children, youth and families Access to culturally responsive health 	<ul style="list-style-type: none"> Center Central Region 	Operations Permanent Centre Staff

Centre for Advancing the Interest of Black People							
Position	Work scope	Issues/Pain Points	Opportunity Identified	Anticipated Benefits	Connection to CABR Strategy	Division(s)/ Business Unit(s) supported	Funding Source & Permanency Status
	support in the creation and development of Centre reports <ul style="list-style-type: none"> specific research area focused on staff 	opportunities Black youth and families	<ul style="list-style-type: none"> responding to revitalization from an ABR lens creation of meaningful economic opportunities for Black youth and families 	<ul style="list-style-type: none"> increased positive tenant engagement with revitalization improved economic outcomes for Black youth and families 	and mental health services <ul style="list-style-type: none"> Community-centered safety Divesting from police culture Uplifting social support networks Addressing anti-Black racism and cultural redress 		
Research Assistant 3 (Part-time)	<ul style="list-style-type: none"> produces research regarding tenants and staff in the East Region provides support to staff across the Centre in areas of the collection, analysis, synthesis and dissemination of race-based data repots to the Business Planner and contribute to projects within the Centre to support in the creation and development of Centre reports specific research area focused on strategy impact 	<ul style="list-style-type: none"> impacts of revitalization on Black tenants Impacts of poor transit and access in the East Region on tenants lack of meaningful economic opportunities Black youth and families 	<ul style="list-style-type: none"> ability to strategically identify issues unique to each TCHC region innovative responses to issues of poor transit and access responding to revitalization from an ABR lens creation of meaningful economic opportunities for Black youth and families 	<ul style="list-style-type: none"> tailored responses to regional issues within the CABR framework increased positive tenant engagement with revitalization improved economic outcomes for Black youth and families 	<ul style="list-style-type: none"> Decent and fair housing Meaningful economic investment Healthy children, youth and families Access to culturally responsive health and mental health services Community-centered safety Divesting from police culture Uplifting social support networks Addressing anti-Black racism and cultural redress 	<ul style="list-style-type: none"> Center East Region 	CEO's Office Permanent Centre Staff