



# The Roadmap for Redevelopment Plans to Confront Systemic Racism

Impact & Next Steps

November 2024

**Condensed Summary**

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# Acknowledgements

## Indigenous Land Acknowledgement

We acknowledge that our work takes place on the territories of many First Nations, including the traditional territories of the Mississaugas of the Credit First Nation, The Haudenosaunee Confederacy, Erie, Neutral, The Huron-Wendat and Wyandot Nations, Anishinabe Algonquin Nation, Chonnonton, as well as others. In engaging on the topic of systemic racism and displacement, we must acknowledge and prioritize the presence and leadership of the many diverse Indigenous groups, First Nations, Inuit and Métis people who were first displaced from this land. We commit to prioritizing actions to support Indigenous communities throughout all aspects of our work.

## African Ancestral Acknowledgement

We acknowledge all Treaty peoples – including those who came here as settlers –as migrants either in this generation or in generations past - and those of us who came

here involuntarily, particularly those brought to these lands as a result of the Trans-Atlantic Slave Trade and Slavery. We pay tribute to those ancestors of African origin and descent.

## Community Acknowledgement

We also extend our deepest gratitude to the many communities and leaders who have supported CP Planning’s Roadmap work. Your insights, feedback, and unwavering support have been instrumental in our journey towards developing new affordable housing. This endeavour is not just about buildings; it's about nurturing communities, hope, and a future where everyone has access to affordable housing and access to participate in the Land Use Planning Economy. The collaborative spirit and collective efforts have been the cornerstone of our collective progress.

Many organizations, serving as CP Planning’s Community Anchor Partners, have been instrumental in program design and delivery, including the Oakwood Vaughan Community Organization, LAMP Community Services, Indus

Community Services, Action Lab at Carleton University, Learning Enrichment Foundation, Afro Caribbean Canadian Association, Roots Community Services Inc., Bangladesh Centre & Community Services.

In addition, we thank our strategic partners, including the Toronto Community Benefits Network, Monumental Projects, the Infrastructure Institute at the University of Toronto School of Cities, the City of Toronto Confronting Anti-Black Racism Unit, ULI Toronto, SETSI, as well as others who have inspired and included us as part of their journey to building a better future.

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**Download the full report and summary here:**



# Key Terms

**Economic Rigidity:** Identified by the Economic Council of Canada as 'difficulties in the economy to adapt to shock waves or new economic contexts.'

**Land Use Planning Economy:** This is the set of economic activities, policies, governance structures, organizations, and constituents that shape how land is utilized, developed, and managed within a region or country. It encompasses the economic and decision-making processes that influence zoning laws, land allocation, and development regulations.

**Progressive Realization of the Right to Adequate Housing:** Refers to the obligation in article 2(1) of the International Covenant on Economic, Social and Cultural Rights requiring Canada to secure housing rights for all within the shortest possible time in accordance with the maximum of available resources.

**Solidarity:** This is identified in the UN Millennium Declaration where those who suffer or benefit least receive help from those who benefit most.<sup>1</sup>

**Social Solidarity Economy:** The United Nations Economist Network defines the term as forms of economic activities and relations that prioritize social objectives over profit motives. It involves producers, workers, and consumers engaging in collective action for the democratization of the economy.<sup>1</sup>

**Social Capital:** This concept is interwoven with the concept of Social Solidarity. The Toronto Foundation has done extensive research on Social Capital. They've identified four essential dimensions of this resource:<sup>2</sup>

- the presence and quality of personal connections that individuals have with others,
- the extent to which people engage with others in groups and organizations, beyond their family and friendship networks,
- the extent to which individuals trust others whom they interact with or know, and
- extent to which residents see their neighbourhood (and their neighbours) as having supportive characteristics.

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# 1.0

## About Us

*CP Planning is a Black-led and federally incorporated nonprofit community network building the capacity of the Land Use Planning Economy to protect and generate affordable housing and community spaces at the scale required to meet community needs.*

This is achieved through supporting shifts towards Inclusive Local Planning Economies and building solidarity between socio-economic groups through the development, stewardship, and support of strategic programs and partnerships across neighbourhood, municipal, regional, national, and international scales.

Our mission is to align public, non-profit, and private sector organizations in the Land Use Planning Economy to invest in solutions that uphold the economic, social, and cultural rights of marginalized people, ensuring access to good housing, good jobs, an adequate standard of living, and opportunities for cultural expression.

Our vision is a world where all people, regardless of background, experience more joy, belonging, and well-being, grounded in the right to adequate housing.

We believe housing is a human right, that cultural rights are secured through a robust non-profit sector, and that solidarity across socio-economic groups is essential to actualizing this right for all people. We believe directly collaborating with those affected by poverty and systemic discrimination to shape programs and compensating them for their roles in implementation is an essential strategy to actualizing the economic rights of marginalized communities.

We have a proud history of bringing racialized and non-racialized communities together to work in solidarity on the pursuit of housing equity.



2023 Roadmap Annual Party, CP Planning team

# 1.1 About the Roadmap

*The Roadmap is an action-oriented program designed to address crucial gaps of systemic racism in the Land Use Planning Economy.*

The program was launched in 2022, inclusive of incubation via CMHC’s Housing Supply Challenge. Since 2022, the Roadmap has prioritized advancing solutions within Ontario cities which have received massive investment into the development of public rapid transportation (subway, light rail transit, bus rapid transit, GO stations) as well as supporting broader knowledge mobilization efforts across Canada and in Alberta.

It does this by breaking down barriers preventing racialized and aligned communities from having an influential role in the Land Use Planning Economy. This is achieved through community economic development including strategic planning, mentorship, relationship-building, and knowledge mobilization at the neighbourhood, municipal, regional, national, and international scales.

At the neighbourhood scale, the Roadmap’s partnership and support

of 17 Inclusive Neighbourhood Planning Hubs offers long-term solutions to the housing crisis while tackling systemic racism.

Racialized communities are prioritized in the Roadmap, as this segment of the broader population is more likely than others to experience housing insecurity and be displaced from their homes due to the total, affordable, and non-profit housing deficits.



Community leader in November 2024 Danfortrth Main Workshop

This is due to various systemic factors, including:

- income barriers and immigration patterns resulting in racialized communities being more likely to rent,
- a significant sum of rentals in most cities being within 1km of existing, planned, or developing rapid transit,
- the inherent economic vulnerability of renters, due to the lack of rent control or tenant protection policies or programs, while not also generating equity as property owners do,
- property owners capitalizing on property value increases resulting from public transit investments.
- the under-representation, exclusion, and the disproportionate ejection of racialized people from employment within the Land Use Planning Economy
- systemic racism and classism engrained into land use planning practices, generating segregated neighbourhoods, and
- White-majority populations across Canada opting to divest from non-profit housing development as the recipient of this housing stock became more racialized.

For fulsome detail on the above historic and present-day contexts of why and how racialized

communities have been systemically disadvantaged in housing access and participation in the Land Use Planning Economy, and why addressing this is necessary to fulfilling the directions of the National Housing Strategy Act, review our 2023 Roadmap Impact and Next Steps report.<sup>1</sup>

Subheadings in our 2023 section “Why is this Work Necessary?”

- Mandate to Implements a Human Rights-Based Approach to Housing
- Exclusion’s Historical Context
- Present Day Economic Exclusion
- Increasing Racialization of Cities
- Results

## 1.2 Commitment to Human Rights

*CP Planning operates on the foundational belief that urban planning is not merely about the physical structuring of space but is intrinsically linked to the cultivation of human rights and dignity.*

Systemic disparities in access to housing, good jobs, and cultural opportunities are perpetuated by the sidelining of racialized communities, women, and low-income households from securing meaningful participation and generating equitable benefit from the management and development of land.

Recognizing this, CP Planning conducted thorough research on the intersection of human rights and urban planning, to establish a human rights-based approach to planning that aims to dismantle entrenched barriers and nurture inclusive environments where marginalized groups can thrive.

Human Rights-based approach to urban planning is:

- Shaping understanding of existing contexts through acknowledgement of historic discrimination,
- Prioritizing building the economic well-being and sustainability of marginalized peoples to have their needs met,
- Building solidarity between socio-economic classes, and
- Orienting planning processes towards ensuring barriers are removed so marginalized people have fair and adequate access to good housing, good jobs, an adequate standard of living, and cultural expression.

The Roadmap is a testament to CP Planning's dedication to the principles of the United Nations Declaration of Human Rights. It is both a blueprint for action and a declaration of this value.

# 2.0

## Context and Impact Summary

### Why is This Work Necessary?

Canada's housing market, despite the country's wealth, leaves a growing number of households without access to secure affordable housing. Racialized communities, low-income households, and renters bear the brunt of critical issues of market failure, such as:

- the significant deficits in total, non-market, and affordable housing supply,
- high and rising income to rent and ownership cost ratios,
- high eviction rates,
- poor condition of housing affordable to low and very low-income households, and
- growing rates of homelessness and housing insecurity, including among tent communities.

Without concerted action, Canada will continue to face worsening housing deficits and economic inequities, and marginalized communities will continue to struggle against entrenched systemic exclusion and economic rigidity. If this work is not done, Canada risks a future where the housing market solely benefits wealthier households,

leaving others without basic stability, eroding social cohesion, and deepening disparities across economic, social, and racial lines.

Addressing these gaps now is necessary to nurture an inclusive and resilient housing market that aligns with human rights principles - strengthening communities and securing equitable futures for all.

A human rights-based planning approach addresses the four main barriers preventing Canada's Land Use Planning Economy from catalyzing social capital as required to unlock financial capital and transition to a healthy housing market:

- Scale of Housing Deficits - including the costs to cover gaps,
- Ecosystem Deficiencies - including the deficient number and size of social solidarity-oriented Land Use Planning Economy organizations and enterprises,
- Lack of Solidarity Within the Labourforce - including generational and racial disparities stifling morale and productivity, and
- Economic Rigidity - including the resistance to adopting Equitable Land Use Planning practices

## How We're Generating Housing Starts

CP Planning is accelerating affordable housing development through capacity-building programs, direct support for Community Land Trusts (CLTs), and strategic partnerships. Since 2023, with our partners, we have mobilized over 9,000 individuals and over 300 organizations to collaboratively develop the social capital and professional capacity necessary to shift systems across scales to address the barriers hindering alignment with obligations of the progressive realization of the right to adequate housing.

Key initiatives include:

- the establishment and support of CLTs in neighbourhoods like Toronto's Little Jamaica, Etobicoke-Lakeshore, Mississauga, and Ottawa;
- the design and delivery of a professional development series on Equitable Land Use Planning; and
- partnership on the delivery of a professional development program on Social Purpose Real Estate development.

Collectively the participants of the Social Purpose Real Estate program propose to build 3,961 units of affordable housing.

Our support and development of community led planning is impacting processes across Canada and nurtures the scaling of local leadership and collaboration.

This includes cross-sectoral and multi-disciplinary projects such as the ULI Toronto Technical Assistance Panel project and report, "Preserving Black Communities Apartment Affordability Around Transit in Toronto". Initiated by CP Planning, we convened a partnership with the City of Toronto Confronting Anti-Black Racism Unit, and ULI Toronto (an association of over 2,600 Land Use Planning Economy professionals). The report's recommendations have been well received by senior executives at the City of Toronto, CMHC, and philanthropy alike.

### Tools Developed

To enhance the capacity for generating new housing starts, we've developed tools such as the Community Labour Value Calculator and the NIFTY Affordable Housing Tool. These offer practical resources to quantify community contributions and clarify financial requirements for achieving neighborhood-based affordable housing goals.

# 3.0

## Why is this Work Necessary?

*Canada is one of the world's wealthiest countries, ranking 15th out of 38 OECD member countries<sup>4</sup> - yet our housing market does not reflect prosperity for an ever-increasing proportion of its households.*

A human rights-based approach to planning addresses the four main barriers preventing Canada's Land Use Planning Economy from catalyzing social capital as required to unlock financial capital at the scale required to transition to a healthy housing market:

- Scale of the Housing Deficits
- Ecosystem deficiencies
- Lack of Solidarity Within the labourforce.
- Economic Rigidity

Canada's housing market exhibits several critical issues indicative of its unhealthy state. In the short term, they result in ever increasing housing costs, in the long term, wealth inequality will worsen, and increasing segments of the population, including racialized

communities and renters in particular will experience intergenerational poverty cycles, exacerbated by long-term health and education challenges.

Critical issues present in Canada's unhealthy housing market include:

- Significant deficits in total, non-market, and affordable housing supply,
- High and rising in-come to rent and ownership cost ratios,
- High eviction rates,
- Poor condition of housing affordable to low and very low-income households, and
- Growing rates of homelessness and housing insecurity, including among tent communities.



Cooksville Fair, Summer 2024

## 3.1 Scale of the Housing Deficits

*According to the Canadian Mortgage and Housing Corporation (CMHC), to meet demand, Canada must build 3.5 million homes by 2031.<sup>5</sup>*

Per the Canadian Housing Renewal Association (CHRA) and Deloitte, Canada should target parity with Canada's OECD peers - doubling non-market share from 3.5% to 7%.<sup>6</sup> Achieving 7% in Ontario, where only 2.5% of all housing is non-market, equates to generating approximately over 400,000 new non-market homes by 2031. This requires approximately over 20% of all new supply in Ontario to be non-market housing.

For the same time period, the Federal Housing Advocate identifies that the Canada needs to generate three million permanently affordable homes for low and very low-income households, and an additional 1.4 million permanently affordable homes for moderate- and median-income households.<sup>7</sup>

Addressing the non-market housing target alone could contribute up to \$136 billion to the nation's economy. This is because lowered housing costs would increase disposable

income for lower- and middle-income households, allowing them to invest in education, and local enterprises and organizations, which strengthens their productivity and nurtures economic growth.<sup>6</sup> Further, the improved social capital of renter households having stabilized housing would enable them to increase their financial capital.

Building the total supply across Canada requires an investment of \$1 trillion across all sectors.<sup>5</sup> For reference, in 2021, the value of all housing in Canada was \$3.3 trillion.<sup>8</sup> Further, the 2017-2027 National Housing Strategy's allocation when published, \$40 billion funding and cost-matching across the country was to create 50,000 new affordable homes.<sup>9</sup> To compare this investment level to what may be required to achieve targets set by the CHRA and the Federal Housing Advocate, the City of Toronto alone estimates that achieving the objectives of its 2020-30 HousingTO Plan will collectively cost all three levels of government \$44.4 to \$47 billion.<sup>10</sup>

Note: as of June 2024, Canada's National Housing Strategy has committed \$54.28 billion of the \$115+ billion plan.<sup>11</sup>

## 3.2 Ecosystem Deficiencies

*Another key barrier to Canada deploying its wealth to establish and maintain a healthy housing market is the underdevelopment of segments within the Land Use Planning Economy aligned with the principles of Social Solidarity Economies (SSE)*

Canada's substantial wealth remains underutilized in addressing housing insecurity, highlighting an urgent need for innovative solutions. The underdevelopment of solidarity in the Land Use Planning Economy significantly hampers the mobilization of social and financial capital to meet the scale required to transition to a healthy housing market.

Qualities of Solidarity-oriented Organizations and Enterprises in the housing industry:<sup>12</sup>

- Responsiveness to public interest
- Adherence to public regulation
- Sensitivity to the markets
- Core mission of providing affordable housing

Ontario organizations aligned with SSE include non-profit, co-op, and CLT housing organizations, worker co-ops such as People Design Co-op, private social enterprises such as Monumental, non-profit community networks such as CP Planning, and socially oriented fund such as New Market Funds, as well as private organizations with substantially strong corporate responsibility practices.

*“Social & solidarity economic development principles are essential for impactful and sustainable land use planning.”*

*For centuries extractive economic lenses have shaped planning. It is imperative that we implement SSE principles and centre justice, access, inclusion, diversity, decolonization, and equity to mitigate systemic racism as well as oppressive approaches to development.”*

### **Victor Beausoleil**

Executive Director, SETSI  
Board President of the Canadian Community Economic Development Network.



The OECD identifies key operational features of organizations and enterprises in SSE:<sup>12</sup>

- Primacy of people and social purposes over profit
- Reinvestment of profits to benefit society
- Pursuit of societal objectives
- Democratic and/or participatory governance
- Diverse sectors of activity
- Various entities and business models
- Diverse sizes of initiatives
- Long-term perspective

By centring housing planning, development, and management service delivery on the achievement of social goals in the design of their operational models, collaborative social solidarity bridges across socio-economic groups and sectors to build trust, engagement, and a shared sense of responsibility - key social capital components essential to creating scalable solutions. This diversifies funding sources and helps to create innovative approaches to addressing existing barriers to financial capital gaps; the removal of which is required to generate the level of investment needed to address the affordable and non-market housing deficits as well as the total overall housing deficit.

Similar to international concepts on Human Rights, the term "Social

Solidarity Economy" has a long history rooted in resistance. While human rights concepts are rooted in resistance to the dehumanization and oppression of people, SSE has a narrower focus: it is rooted in the rights and actions of the labourer to ensure their working environments and economic outputs are aligned with their values.<sup>13</sup> Within the Land Use Planning Economy, a labour rights and activation perspective creates conditions where those involved in planning, developing, and managing housing do not face unnecessary barriers to raising awareness about aligned solutions, implement fairer practices, or building the necessary partnerships to advance sustainable solutions to address affordable housing deficits.

Our readings make it clear that the integration of SSE principles into the Land Use Planning Economy is fundamental to the operationalization of the right to adequate housing. Social solidarity is a founding principle of the United Nations (UN) and its mission to promote peace, human rights, and social and economic development.<sup>14</sup> In addition to solidarity across nations, the UN also recognizes that social solidarity is required to attain the equal enjoyment of the social and economic rights of all people. Deficiencies in solidarity within the Land Use Planning Economy's workforce is a key barrier to establishing a healthy housing market.

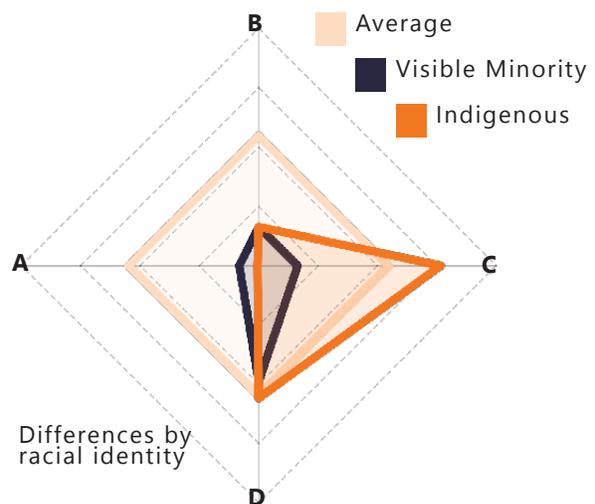
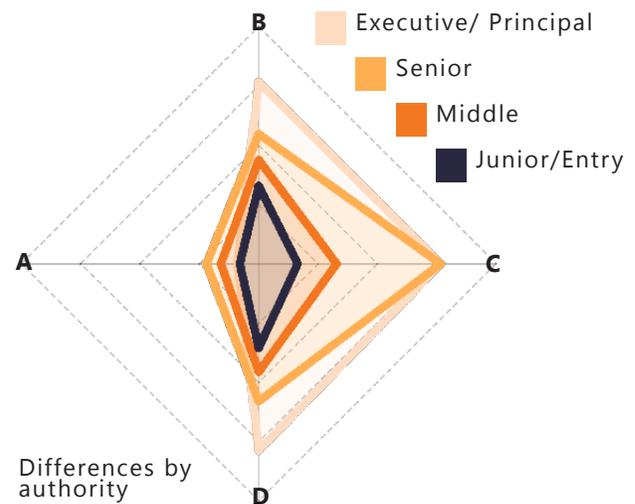
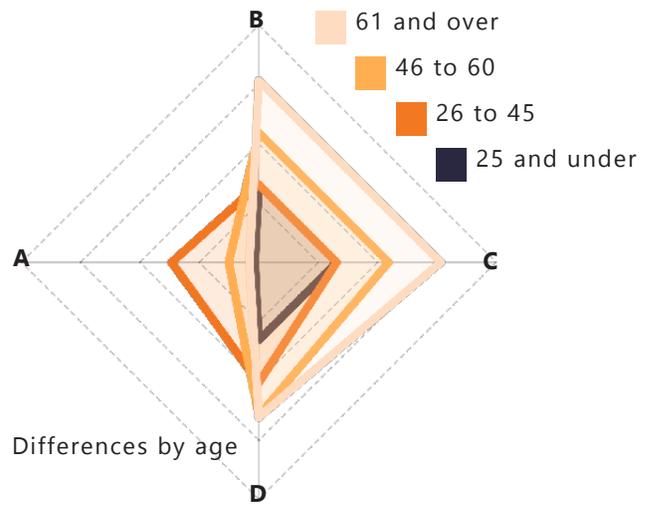
### 3.3 Lack of Solidarity within the Labourforce

*The significant gap in labour satisfaction based on socio-economic markers is an issue because of how it manifests in reduced functioning of the labour in the Land Use Planning Economy to develop and implement solutions to catalyze social and financial capital at the scale required to transition to a healthy housing market.*

Urban and Land Use Planner responsibilities include using and developing their expertise to collect and analyze land use data to aid in their assessment, planning, and recommendation of land use policies, and the facilitation of explorations for their employers and clients to shape the land use economies, tools, practices, and frameworks.

Due to the scope of their responsibilities, the labour of Urban and Land Use Planners has a substantial impact on broader economic capacity to protect and build affordable housing at the scale required to meet community needs.

Spider diagrams showing results from 2021 and 2023 Canadian Institute of Planner Surveys, on income, equity, diversity, and inclusion



**A** - Proportion of the labourforce **B** - Feeling Valued **C** - Feels Organization Adequately Invests into Equitable Outcomes **D** - Income

The synthesis of the Canadian Institute of Planners' 2021 Equity, Diversity & Inclusion Insight Survey,<sup>15</sup> and their National Employment Survey in 2023<sup>16</sup> provide valuable insights into the disparities present within the Urban and Land Use Planner profession.

The gap between the 26 to 45 age cohort and the 61 and over age cohort is especially significant, as the younger segment of the workforce is more than ten times larger than the size of the older (6%, compared to 67%).

The prevailing gaps between the wealth and lived experiences of younger generations compared to older, as well as economic rigidity may be the cause in the wide difference of feeling voice heard or that their organization is investing adequately into equitable solutions.

The period when those 61 and over were entering the housing market was 1965 – 1990. In the year 1980, the price to income ratio was 3.2, by 2020 it more than doubled, growing to 6.7.<sup>17</sup> Further, due to economic rigidity, the tendency for the economy to reinforce and sustain its methods, those who align with the values and perspective of previous and existing management are the ones most likely to receive promotions.

*“The Black Planners and Urbanists Association (BPUA) is a nation-wide community of over 100 Black Planners, Designers, Urbanists and allies, founded in 2020. BPUA plays an important role in fostering access and awareness to planning processes to better advance outcomes for Black communities. BPUA has created a critical space for networking, peer mentorship and knowledge sharing, with members in Ontario, Nova Scotia, and Alberta. BPUA has been instrumental in advancing recommendations to address and ultimately eliminate residential, commercial and cultural gentrification and displacement in neighbourhoods, and advising the Ontario Professional Planners Institute in the creation and involvement of an Anti-Black Racism Task Force. BPUA commends CP Planning for their work, dedication and impact with, and for all, communities.”*

**Aimee Powell, MCIP, RPP**  
Chief Planning Officer, Powell  
Planning & Associates  
Director, Black Planners and  
Urbanists Association



Patterns of dissatisfaction, aligned with broader patterns of who is marginalized in current society, are found within the broader Land Use Planning Economy. These gaps are documented in the Member Survey conducted by ULI Toronto in 2021. ULI Toronto is a non-profit professional association of over 2,600 professionals within the Land Use Planning Economy, including Urban and Land Use Planners, development financiers, government administrators, and other city-building roles.

Their report identified that 51% of racialized workers in the city-building sector believe there are barriers to advancement for people from diverse backgrounds in their organizations—almost double the percentage of non-racialized respondents who share this view. Age disparities are also evident; while respondents aged 55 and older feel their organizations reflect Toronto’s diversity and encourage diverse perspectives, younger workers report a lack of representation and inclusivity in their workplaces. Additionally, gender-based disparities are notable, with nearly one in two women identifying barriers to advancement, compared to only one in four men.

As a result, the majority of the labour force face significant barriers to using their time to advance solutions to accelerate the protection or development of affordable housing at scale.

*“Many planners enter the profession to contribute to meaningful change within our communities, including ensuring everyone in the community has access to housing that meet their needs. Planners who aren’t feeling heard within their workplace can explore opportunities within their scope of responsibility to make small and incremental changes, and shouldn’t be afraid to pivot into new roles where they can have greater agency to affect change.”*

*Senior planners can support the creation of diverse teams and foster environments of psychological safety which encourage open dialogue and where team members feel supported and comfortable sharing their insights. This includes, when the connection isn’t obvious, taking the time to explain the importance of the connection between front-line work and broader social equity goals.”*

**Kristy Kilbourne, MES (PI.), MCIP, RPP, AICP**

Principal/Planning Career Coach  
Your Planning Career



## Impacts Due to Low Social Solidarity

### 1. Diminished Collaboration and Knowledge Sharing

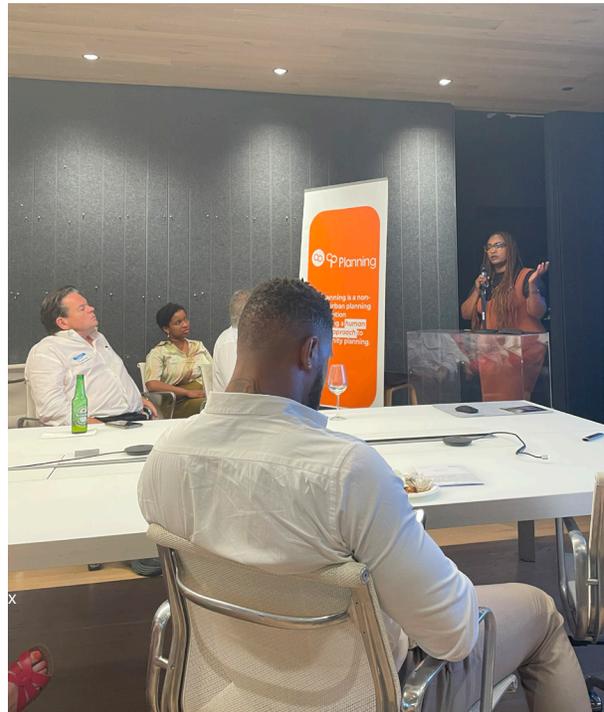
Socio-economic divides within the labourforce create barriers to collaboration, and those in lower authority roles may feel excluded from decision-making.

### 2. Weakened Collective Action:

Reduced ability of the labourforce to unite for the policy advancement, financial mobilization, and cross-sector collaborations needed to transition to a healthy housing market.

### 3. Loss of Social Capital in the Community:

Diminished effectiveness of the labourforce's ability to be community stewards, resulting in weakened public trust in the operation and operators of land use planning processes.



2024 September, Industry Solution Lab, Amina Yasin Omar, VP Community and Placemaking, sharing about how her non-profit built trust in their community



2024 April - Arts and Crafts Social hosted in the CP Planning office

## 3.4 Economic Rigidity

*The final noted key barrier to Canada deploying its wealth to establish and maintain a healthy housing market is economic rigidity limiting Equitable Land Use Planning practice implementation.*

Economic rigidity is identified by the Economic Council of Canada as 'difficulties in the economy to adapt to shock waves or new economic contexts.'<sup>18</sup> As detailed in our 2023 Roadmap Impact and Next Steps report, as well as sections 3.2 and 3.3 above, the Land Use Planning Economy's historic contexts as well as present day ecosystem and the lack of solidarity within its labourforce orient the housing market towards serving the interests of wealthier households while enabling the erosion of housing security of all other segments of the population.

Without addressing economic rigidity, the Land Use Planning Economy, and thus the housing market, will continue to fall short of addressing the needs of diverse socio-economic groups, and risks perpetuating housing insecurity, and contributing to widen economic divides.

*"The Toronto Community Benefits Network (TCBN) is a community-labour coalition with 120-member organizations from across the City of Toronto. Since its inception in 2014, the TCBN has supported over 2,500 individuals from marginalized communities get into good jobs and careers in public infrastructure and private development projects. We have seen firsthand, the positive impact of governments, community, labour and industry working together to build equitable employment pathways, improving the economic wellbeing of marginalized populations. Today, the movement for equitable development has taken root in communities across Toronto and Ontario with established Community Benefits Networks in Peel, Hamilton, Ottawa and the Niagara Region."*

**Kumsa Baker**

Director, Community Engagement  
Toronto Community Benefits Network



Like other models of integrating social solidarity into the Land Use Planning Economy (i.e., Community Land Trusts, and Community Benefits), the term “Equitable Land Use Planning” was first defined in the United States before being formally explored in Canada. In their 2010 Sustainable Communities Regional Planning Grant Program, the U.S Department of Housing and Urban Development (HUD) defines Equitable Land Use Planning ‘as zoning, land use regulation, master planning, and other land use planning (that ensures that racialized and other vulnerable groups have fair and adequate access to housing and employment, among other resources.)’ This HUD program gave out grants of up to \$5,000,000 to regional collaboratives of public, private, and non-profit, and labour organizations to create strong, sustainable, inclusive communities and affordable homes for all.<sup>19</sup>

While not named “Equitable Land Use Planning,” practices of Equitable Land Use Planning have been growing and maturing in Ontario since at least the mid-2000s. The Regent Park Social Development Plan, published in 2007, and its updated 2018 edition, is a notable example. This Plan for the 69-acre acres of public land includes to redevelop and adding over 2,000 units of government housing. While the 2007 edition was limited, the later 2018 edition of the Social Development Plan

increased the connection between social development and real estate development, including via the stated direction to “involve the Regent Park Neighbourhood Association and the Tenant Council in shaping the development and land use of Phases 4 and 5 of Regent Park”.<sup>20</sup>

This mechanism broke down barriers for community engagement, and supported negotiations that secured a Community Benefits Framework with Toronto Community Housing and a commitment for a Community Benefits Agreement as part of Phase 4 & 5.

Today, Equitable Land Use Planning includes producing Social Development Plans, Community Development Plans, Community Benefit Frameworks, and Community Plans, by municipal government as well as non-profit organizations.



November 2024 Jane-Finch Workshop with ULI and the City of Toronto Confronting Anti-Black Racism Unit

Over the years, Equitable Land Use Planning has been refined as a model to better generate social solidarity and unlock the social and financial capital necessary to meet the scale of housing need. Effective Equitable Land Use Planning requires more than intentions or scattered references to equity; it relies on specific design elements that guide actions toward measurable outcomes.

#### Key Components of Equitable Land Use Planning:

1. acknowledging past discrimination in housing policies,
2. scaling efforts to the neighbourhood level with support from municipal and higher-level government frameworks,
3. establishing shared governance among nonprofits, community groups, private sectors, and labour organizations,
4. defining clear, values-based goals for equitable access to essential services,
5. Implementing transparent reporting on diversity and community impact, and
6. ensuring enforceable commitments through frameworks and funding programs.

#### *Barriers to implementing the Equitable Land Use Planning model at scale*

Based on our years of experience, and research of American and Canadian case studies and contexts, there are two main barriers to implementing the Equitable Land Use Planning model at scale.

##### 1. Non-Profits' Limited Role in the Land Use Planning Economy

The Land Use Planning Economy lacks sufficient stewardship and economic engagement from local, place-based non-profits. While these organizations are often focused on poverty reduction and maintain elevated levels of engagement with marginalized communities, they are often left out of decision-making processes in the Land Use Planning Economy.

As a result, instead of addressing the root causes of poverty – like land use decisions – non-profits are limited to tackling the symptoms of social and economic issues stemming from housing unaffordability.

##### 2. Insufficient Investment in Scaling Labour to Meet Housing Needs

The labour shortage in the Land Use Planning Economy is evident in two paradigms: the current and prevailing model of operation, and the solidarity-oriented model

which implements Equitable Land Use Planning practices - aligned with the National Housing Strategy. While the impact of labour shortages in our current and prevailing model is documented by industry bodies, we estimate that the deficit in labour focused on alignment with the National Housing Strategy is much larger since it requires more time for building and sustaining meaningful community relationships.

*“As a social service agency supporting people experiencing mental health and substance use challenges, PARC witnesses the impact of housing insecurity on our community every day. In response to the worsening housing crisis, we have prioritized land use planning initiatives that will help to increase supportive and affordable housing in Parkdale. We recognize our responsibility to the community, and that the only way we will make progress on this issue is through collective strategic action.*”

*In the past 10 years, we have:*

- *Doubled our housing portfolio*
- *Establish the Parkdale Neighbourhood Land Trust, which has helped to protect hundreds of affordable housing units in the neighbourhood and has inspired many more community land trusts across the country.*
- *Helped to establish the Parkdale People’s Economy*

*Community planning is a powerful mechanism that not only allows us to achieve ambitious goals, but also demonstrates what’s possible through collective efforts.”*

Data from the Canadian Home Builders Association report: 2022 Municipal Benchmarking Study<sup>21</sup>

<i>City</i>	<i>Planners per 1,000 Housing Starts</i>	<i>% diff from avg</i>
Average	73.5	
Richmond Hill	104	41%
Markham	74	1%
Vaughan	82	12%
Aurora	30	-59%
Mississauga	97	32%
Brampton	57	-22%
Caledon	88	20%
Toronto	49	-33%
Oshawa	80	9%
Clarington	57	-22%
Pickering	71	-3%
Whitby	93	27%



**Victor Willis**

Executive Director, Parkdale Activity-Recreation Centre

Steering Committee Member, Toronto Nonprofit Network

# 4.0

## How We're Generating New Housing Starts

*Overall, since 2023, with our partners, our programs to generate new housing starts has engaged and developed the social capital and professional capabilities of over 9,000 people and over 300 organizations to advance solutions to sustainable accelerate affordable housing development.*

Collectively the participants of the Social Purposes Real Estate program propose to build 3,961 units of affordable housing.

Further, our programs have successfully achieved their target of engaging racialized communities. In addition to visual feedback of who's in the room, and our dedication to ensuring outreach and engagement of racialized communities and professionals, our feedback surveys indicate that over 60% of those who participated in our programs were racialized, and a significant proportion of this population were people identifying as Black or of African descent.

## 4.1 Turning Advocates into Developers

*Our approach encompasses three main programs focused on building capacity, dismantling systemic barriers, and equipping racialized communities with the knowledge, tools, and relationships that will support them to lead as developers within the Land Use Planning Economy.*

### 4.1.1 Community Land Trusts (CLT)

We have supported our community partners in Toronto, Mississauga, and Ottawa to make substantial progress in developing and strengthening their local CLT. CLTs are a powerful mechanism in which residents employ a sense of agency in their neighbourhood's path to meeting local affordable housing needs by building the social connections required to collectively secure, own, and increase the supply of affordable housing.

Most CLTs supported by CP Planning operate without core funding or dedicated staff support, with leadership teams predominantly

composed of those who are racialized, retired seniors, and youth under 30 years old. Despite these limited resources, each CLT is brimming with dedication to resolving local affordable housing deficits.

Advancements:

- The Eglinton-Vaughan CLT (EVCLT) in Toronto's Little Jamaica neighborhood is advancing plans to acquire and build affordable housing in partnership with local organizations. In 2024, the EVCLT was formally incorporated as a charitable organization, bringing together community members from across Little Jamaica, from Keele Street to Allen Road. The board reflects the community's racial diversity, with Black members actively engaged in the leadership, reinforcing the mission to increase affordable housing and reduce displacement pressures, particularly for Black residents.
- In Etobicoke-Lakeshore, we supported our community partners LAMP Community Health Centre (LAMP CHC), and the Lakeshore Affordable Housing Advocacy & Action Group (LAHAAG) develop the South

Etobicoke Community Land Trust (SECLT), which established itself as an independent entity in 2024.

- In Mississauga, local partners including Indus Community Centre, the Cooksville Community Hub, and Heart Commonos have contributed to activities and initiatives to set the foundation of establishing a CLT. This builds on the City of Mississauga's support of CLTs, as identified in their 2023 Growing Mississauga: An Action Plan for New Housing and its ongoing Increasing Housing Choices in Neighbourhoods study.
- Canada-wide, CP Planning contributed to knowledge mobilization on the development of CLTs. This includes:
  - hosting and sponsoring events on Black-led CLTs, and
  - in partnership with the Ottawa Community Land Trust, and the Action Lab, publishing a multi-lingual (English, French, Arabic) CLT Guidebook to help residents understand what a community land trust is and how it functions.

#### 4.1.2 Professional Development Series on Equitable Land Use Planning

Delivered between Fall 2023 and Spring 2024, our 'Winning Affordable Housing for Your Community A Workshop ' series of five interactive online workshops built community knowledge on how to collaborate with government, developers, policymakers, funders, and other major decision-makers and power-holders as to advance community objectives to developing new affordable housing units, including affordable housing units in ongoing projects, and raise funds for affordable housing development.



September 2024, Our dinner with Community Leaders included some of the participants and guest speakers of our series

### 4.1.3 Professional Development Program for Social Purpose Real Estate Development

In partnership with the Infrastructure Institute (II), we delivered a comprehensive suite of resources. This includes:

- four cohorts of the real estate development training,
- a party public webinar series which featured diverse guest experts from both the private and non-profit sectors, who shared real-world examples of

how racialized leaders and allies have collaboratively tackled these challenges, and

- an invite-only Mixer which built cross-sectoral networks and relationships in support of racialized-led affordable housing development.



2024 Pitch night for the real estate development training program. Participants shared about their projects to an audience

## 4.2 Cultivating Leadership for Inclusive Systems

*Our programs to cultivate leadership for inclusive systems has engaged and built connections of collaborative approaches to advancing policies aligned with the National Housing Strategy.*

### 4.2.1 Inclusive Local Planning Hubs

To catalyze social capital and address longstanding inequities in urban development, CP Planning has established, supported, and strengthened Inclusive Local Planning Hubs. These Hubs build coalitions that break down the barriers preventing community organizations from building the relationships and networks necessary to achieve shared goals in affordable housing development.

This has included neighbourhoods in Toronto, including:

- Golden Mile
- Thorncliffe Park
- Flemingdon Park
- Moss Park
- Danforth Main
- Finch West
- Fairview
- Downsview
- Weston and Mount Dennis
- Little Jamaica
- South Etobicoke

Advancements include:

- The establishment of the Little Jamaica Coalition with local community organizations, and contributing to the Toronto Community Benefits Network coordinated coalition engaging 775 Vaughan Road, a site being developed by Shannondale Developments and Core Developments.
- In Danforth-Main, Toronto, collaborative efforts and conversations with local organizations such as Hope United, Accessible Housing Network, The Neighbourhood Group, and ACORN, contributing to the scoping of a Community Development Action Plan.

- In Peel Region, supported the Peel Roundtable Neighbourhood Table to prioritize and advance solutions for affordable housing protection and development within Cooksville, Mississauga.
- In Hamilton, we have supported the Afro-Caribbean Canadian Association, Hamilton Centre For Civic Inclusion, and the Hamilton Community Benefits Network by co-hosting support Black-led affordable housing development; and separately we contributed as a committee member developing the Hamilton Equitable Transit Oriented Affordable Housing Fund (ETOAH), led by Social Innovation Canada. The development of ETOAH is led by Social Innovation Canada, and integrated guidance from its steering committee members including representatives from CMHC, the Hamilton Community Benefits Network, CHEC, the Canadian Urban Transit Association, as well as others. The goal of the ETOAH is to build a collective enterprise that pooled funds and contributed to the development of affordable housing aligned with social values.

#### 4.2.2 Anti-Displacement Coalitions

Anti-displacement solutions play a crucial role in implementing a human rights-based approach to planning by directly addressing key barriers to a healthy housing market. Displacement destabilizes communities, disrupts social capital, and intensifies housing deficits — issues that disproportionately affect marginalized populations.

In Little Jamaica, our partnership with the Oakwood Vaughan Community Organization to incubate the Oakwood Vaughan Tenant Union (OVTU) in 2020 continues to prevent displacement across the Little Jamaica neighbourhood. Now functioning independently, the OVTU supports tenants while also contributing to national movements to advance for the improved capacity of rent control policies to protect tenants from being displaced from their homes due to rising rents or unfair evictions.



2023 Tenant Rights workshop in Hamilton

#### 4.2.6 Resident Summit

Grassroots, resident-led community organizations continue to be an essential component of the Land Use Planning Economy. Following the launch of the Resident Summit event in 2023, on May 27, 2024, CP Planning hosted its second annual Roadmap Resident Summit in Downtown Toronto. This year's Summit focused on bringing in technical knowledge and examples on affordable housing development, fundraising, and stewarding land use plans as a place-based non-profit organization.

The Workshop activity in the 2024 Resident Summit explored which constituent groups in the Land Use Economy have the greatest amount of power to influence housing outcomes, and which groups have the strongest alignment with community values. The feedback has informed our strategy and approach since.

#### 4.2.3 Breaking Down Silos, to Preserve Black Communities' Apartment Affordability Around Transit in Toronto

The Toronto Urban Land Institute (ULI Toronto) Technical Assistance Panel (TAP) on "Preserving Apartment Affordability for Black Communities Around Transit" was initiated by CP Planning. This project, co-sponsored by CP Planning and the City of Toronto's Confronting Anti-Black Racism Unit (CABR), with support from ULI's Terwilliger Center for Housing, brings together diverse expertise to evaluate barriers and recommend solutions to dismantle systemic inequities in urban development.

The evaluation of contexts and development of recommendations was conducted by a panel of seven members of ULI's professional community across public, private, and non-profit sectors in Canada and the United States of America.

Published in July 2024, the TAP report offers 31 actionable recommendations to guide TOD and TR projects in Toronto.



March 2024, Panel members for the ULI Toronto Technical Assistant Pane on Preserving Black Communities Apartment Affordability around Transit in Toronto

Notable recommendations include:

- establishing a task force, inclusive of Black resident leadership, to address speculative displacement and the loss of affordability and including the community in decision-making and capacity building,
- targets for two thirds of existing affordable housing to be preserved, and that 60% of new housing be nonmarket or below market, and
- ensuring policy decarbonization, housing affordability and preservation, and transit expansion efforts reinforce one another.

Since being published in July 2024, the report has received significant positive feedback. This includes being publicly celebrated by C-Suite planning experts at SvN and Gladki Planning and Associates, detailed in the mainstream urbanism digital-newspaper, *Novae Res Urbis*, and *Metro Morning*. Further, executive leadership in the City of Toronto has expressed great enthusiasm about the directions emerging from the report.

#### 4.2.4 Ottawa Anti-Racism Strategy

In collaboration with the City of Ottawa, CP Planning and the Action Lab are actively contributing to advancing the housing goals of the City's Anti-Racism Strategy (2023-2028).

As part of our collective efforts, we engaged community and held multiples collaborative meetings with Councillor Rawlson King, the Council Liaison for Anti-Racism, and city staff from the Anti-Racism Secretariat and Housing and Homelessness Division.

In October 2024, CP Planning and the Action Lab research team held a collaborative workshop with the City of Ottawa, attended by six key members of the city's Anti-Racism Strategy team. Key outcomes from this included aligning the Anti-Racism Strategy with the city's Housing and Homelessness Plan and improving the upcoming Public Engagement Strategy. The observations and recommendations from our analysis in the annotated anti racism strategy will be used to inform the second iteration of the document. Our team was also invited to join the Anti-Racism Strategy development table to drive the progress and improvement of the strategy's actions.



Summer 2024, Ottawa Anti-Racism Strategy Workshop

#### 4.2.5 Black Community Housing Advisory Table

Since being founded in 2021, the BCHAT has built social capital within the Black community through knowledge sharing and the facilitation of partnerships across the Greater Toronto and Hamilton Area.

Core successes of BCHAT since 2023 include:

- over Summer 2023 to Fall 2023, coordinating the establishment and delivery of professional services in the emergency crisis response shelters which provided housing, health, and employment services to over 200 African refugees and asylum seekers;
- publishing the Strategic Plan in 2023;
- developing and maintaining partnership with the United Way Greater Toronto Area in 2023 and throughout 2024, to continue the professional development and knowledge exchange between Black-led emergency housing and health service agencies; and
- supporting the City of Toronto and other funding agencies, to in 2024, deploy over \$1.5 million in funding to compensate Black-led non-profit agencies and faith-based organizations which used their resources to provide housing and health services to African refugees and asylum seekers.

#### 4.2.7 Pathways to Progress Labs

In September 2024, we hosted two Pathways to Progress events as to nurture collaborative dialogue across sectors and gather input on our emergent tools and strategies.

On September 5, 2024, we held a Community Organizers Dinner to recognize and celebrate the contributions of grassroots and industry organizers building social capital in the Land Use Planning Economy to align for the implementation of the right to adequate housing. On September 19, 2024, we hosted the Industry Solutions Lab to explore industry perspectives on gaps in solidarity and solutions to community wealth building.



September 2024 Roadmap Cocktail with non-profit, private, and public sector leaders in the paid labourforce of the Land Use Planning Economy. Hosted in the KPMB Architecture Studio

## 4.3 Tools Developed

*In 2024, CP Planning has developed tools and resources to support the Land Use Planning Economy secure the required resources for affordable housing development.*

### 4.3.1 Addressing Labour Deficits

The labour deficits, such as the lack of solidarity within the labour force, economic rigidity, and labour shortages, are severe impediments to catalyzing social and financial capital to grow to the scale required to transition to a healthy housing market.

This gap is similar to what is found in the deficit in financial support to care-based work (nursing, childcare, social workers, and other professions and roles typically dominated by women). Like care-based work, efforts to build up and operate organizations and enterprises within the Land Use Planning Economy aligned with the principles of Social Solidarity is largely unfunded and/or underfunded. As a result, the bulk of the labour is put onto underpaid labour in the non-profit sector, inclusive of non-incorporated and volunteer led collectives, despite the lack of economic support for this labour.

To address this gap, and spur investments to address these impediments, our team has developed the two below tools.

#### *Community Organizing Guide*

CP Planning's "Community Guide to Organizing, Preserving, and Securing Affordable Housing" serves to address a critical knowledge gap between community organizers working in the land use sector and their professional counterparts. An initial copy of this Guide was shared at the 2024 Roadmap Annual Party, and an updated version will be launched in 2025.

The Guide serves as a resource for community-driven housing solutions that centre on human rights and inclusion. This includes insights and tools for navigating complex planning and development processes, collaborating with diverse constituents of the Land Use Planning Economy to advance plans to protect and develop affordable housing, and approaches to building the connections and partnerships required to create sustainable social impact with tangible results.

### *Community Labour Value Calculator*

Grassroots and non-profit-led community planning efforts are the economy's champions of Equitable Land Use Planning. Through various movements such as those listed in section 4.0 of this report, volunteer and non-profit labour has maneuvered precarious funding environments to catalyze the social capital to advance policies and secure funding as required to advance the implementation and adoption of Equitable Land Use Planning practices, and the protection and development of affordable housing.

Unfortunately, despite the successes won with very sparse resources, there continues to be a substantial deficit in funding deployed in support of increasing the role of grassroots and non-profit organizations to serve as stewards in the transition to implement the progressive realization of the right to adequate housing through the scaling and consistent implementation of Equitable Land Use Planning practices.

To address this deficit, we have developed the Community Labour Value Calculator. By equating the value of time of labourers in volunteer or paid grassroots and non-profit roles to the professional labour of social planners, the tool helps to illustrate the magnitude of the funding deficit. Based on the Canadian Professional Planners

National Employment Survey 2023, the average Social Planner in Canada earns an annual salary of \$110,748, with variations across junior, intermediate, and senior levels of authority. Using this data, we developed a method to quantify the value of social planning work carried out by community organizations.

For the Oakwood Vaughan Community Organization, a grassroots and predominantly volunteer resident-led community planning organization, the Calculator estimates that the value of their labour on affordable housing from January 2023 – December 2024 is equal to over \$500,000 a year. Their actual funding for their work was less than \$100,000 a year. This indicates a funding deficit of \$400,000 a year, or 400% of their budget.

### **4.3.2 Addressing the Finance Deficits**

#### *Neighbourhood Investment for Targeted Yields of Affordable Housing (NIFTY)*

The absence of neighbourhood-based financial capital targets pinned to achieving neighbourhood-based goals to increase affordable housing supply hinders the ability of governments, affordable housing builders, and non-profit organizations and grassroots movements to develop or implement

effective strategies to achieve their housing goals.

The NIFTY Affordable Housing Tool is designed to address this critical gap by providing a data-driven solution that quantifies the financial incentives required to achieve these targets. By synthesizing complex data and financial information, the Tool cuts through the ambiguity surrounding the scale of financial investments required to fuel affordable housing developments. In regions like Toronto, Peel, Hamilton, Ottawa, Markham, and Kitchener-Waterloo - where the need for affordable housing is most pressing - the Tool' accessible resource that demystifies the financial landscape, making it easier to build strategies that target the problem at the correct scale as required to go above winning very little as is currently seen in individual engagements on individual development sites. Our goal is that this Tool will support the Land Use Planning Economy prioritize securing financial resources at the scale required to address affordable housing deficits, as noted by the Federal Housing Advocate to be the need to generate 4.4 million homes by 2031.

For the Little Jamaica neighbourhood, provincial and municipal plans align for the population to more than double between 2021 and 2031. This translates to adding approximately 33,300 new units of housing, in which the neighbourhood is

currently host to 14,000 homes. NIFTY Tool estimates that it will cost as much as \$1 billion or more so that 10% of the housing planned for the neighbourhood is affordable (income-based definition of affordable). Close to \$400 million would be required to build housing affordable to those making an income at or below the bottom 20th percentile of incomes in the neighbourhood.

*“Equitable community planning must be rooted in the lived experiences of planners who come from and understand the community. For grassroots and resident-led initiatives to truly shape sustainable and inclusive development, these planners must be compensated fairly. Volunteer-led efforts continue to propel equitable land use planning forward despite funding shortages, but to bridge the gap between intentions and impactful implementation, substantial investment in community-driven labor and planning is essential.”*

**Walied Khogali Ali**

Co-Chair - Regent Park Social Development Plan, Regent Park Neighbourhood Association, Community Benefits Oversight Working Group, Build Ontario Line Differently + more



# 5.0

## Our Next Steps

*Our subsequent actions over 2025 will be informed by the initiatives undertaken by CP Planning throughout 2024. The key initiatives included engagement with philanthropists, charitable organizations, residents, developers, planning professionals, as well as various municipal leaders.*

Following the listed best practices of Equitable Land Use Planning, as noted in section 3.4 of this report, our list of steps this year are more specific, measurable, and we have set estimates on when we aim to achieve the implementation of the stated step. With the support of the broader Land Use Planning Economy, including private, non-profit, and public sector organizations and leaders, these steps will also prove achievable.

The steps are each sorted into one of the five pathways identified in our 2023 Roadmap Impact and Next Steps Report.

Cumulatively, steps outlined are designed to nurture meaningful collaboration and partnerships that bridge racial and socio-economic divides, integral to scaling solutions for affordable housing. By building the economic capacity and shifting systems to align with the progressive realization of the right to adequate housing, these initiatives promote sustainable, community-driven development, grounded in social solidarity and addressing longstanding inequities. This collective approach supports Canada's commitment to housing as a human right, as defined in the National Housing Strategy, and strengthens the fabric of communities by reducing displacement and deepening networks and wells of social capital.

We invite constituents of the Land Use Planning Economy to connect with us to explore collaborating on advancing the implementation of the below pathways over the 2024 year.

<i>Pathway</i>	<i>Step</i>	<i>Strategic Partners</i>	<i>Complete By</i>
<ul style="list-style-type: none"> <li>Increasing Investment</li> <li>Advance Implementation of Human Rights-Based Practices</li> <li>Address Anti-Black Racism</li> </ul>	Publish NIFTY outputs on investment required to generate targeted yield of affordable housing in Little Jamaica	Policy Advisors, Developers, Residents, and Non-profit organizations	Mid 2025
<ul style="list-style-type: none"> <li>Increasing Investment</li> <li>Resource Non-Market Affordable Housing Development</li> <li>Address Anti-Black Racism</li> </ul>	Develop a cross-sector coalition in Little Jamaica to raise funding as identified in the NIFTY Tool, to receive affordable housing at the targeted yield.	Municipal government, Community Land Trusts, Philanthropic Foundations, Local Businesses, non-profit organizations	Mid 2025
<ul style="list-style-type: none"> <li>Increasing Investment</li> <li>Advance Implementation of Human Rights-Based Practices</li> </ul>	Host orientation sessions for high-priority neighbourhoods to establish local affordable housing targets and calculate NIFTY outputs on the investment required for targeted yield.	Non-profit organizations	End of 2025
<ul style="list-style-type: none"> <li>Increasing Investment</li> <li>Advance Implementation of Human Rights-Based Practices</li> </ul>	Publish further study on the Equitable Land Use Planning funding gap impacting non-profit organizations and grassroots movements.	Non-profit organizations, community planning organizers Academic Institutions,	End of 2025
<ul style="list-style-type: none"> <li>Facilitate Cross-Sectoral Partnerships</li> <li>Advance Implementation of Human Rights-Based Practices</li> </ul>	Run two Professional Development cohorts focused on Equitable Land Use Planning to increase the capacity of non-profit leaders interested in the Land Use Planning Economy.	Non-profit organizations, Academic Institutions, Urban and Land Use Planners, community planning organizers	End of 2025

<i>Pathway</i>	<i>Step</i>	<i>Strategic Partners</i>	<i>Complete By</i>
<ul style="list-style-type: none"> <li>Resource Non-Market Affordable Housing Development</li> <li>Advance Implementation of Human Rights-Based Practices</li> </ul>	Collaborate with government bodies to establish equitable development targets into workforce and economic development programs, and land-use planning processes.	Municipal government, provincial government, federal government, non-profit organizations, labour organizations, philanthropic foundations	End of 2027
<ul style="list-style-type: none"> <li>Facilitate Cross-Sectoral Partnerships</li> <li>Advance Implementation of Human Rights-Based Practices</li> <li>Address Anti-Black Rac-ism</li> <li>Resource Non-Market Affordable Housing De-velopment</li> </ul>	Strengthen cross-sectoral partnerships to advance and strengthen policies and partnership to reduce displacement and increase the economic engagement of racialized communities in the planning and development of housing.	Municipal government, provincial government, federal government, grassroots community planning organizers, labour organizations	Ongoing
<ul style="list-style-type: none"> <li>Increasing Investment</li> <li>Advance Implementation of Human Rights-Based Practices</li> </ul>	Strengthening the maturing of place-based coalitions and community-led planning.	Non-profit organizations	Ongoing

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