

# Community in Public

## From Consultation to Committed Collaboration

*Community Informed Recommendations  
to Scale Solutions to the Displacement of  
Black Communities*

April, 2026

**Contact:**

Cheryll Case  
Founder and Executive Director  
Cheryll.Case@CPplanning.ca

# Acknowledgements

## Indigenous Land Acknowledgement

We acknowledge that this work takes place on lands stewarded since time immemorial by Indigenous Nations, including the Mississaugas of the Credit, the Haudenosaunee Confederacy, the Huron-Wendat, the Anishinaabe, and other Nations who continue to care for these lands. We recognize these lands as subject to Treaty relationships and ongoing Indigenous presence.

We recognize that the systems shaping land use and development are rooted in the ongoing dispossession of Indigenous Peoples from their land, and that current patterns of displacement are connected to this.

We affirm that advancing equitable, human rights-based planning requires supporting Indigenous sovereignty, land stewardship, and decision-making.

## African Ancestral Acknowledgement

We acknowledge all who have come to these lands across generations, including those brought to the Americas through the Trans-Atlantic Slave Trade and systems

of enslavement. We honour the ancestors of African origin and descent whose lives and labour shaped these lands.

We recognize that anti-Black racism is embedded in the systems governing land, housing, and economic opportunity, contributing to the ongoing displacement of Black communities.

We affirm that advancing equitable, human rights-based planning requires supporting Black communities to have increased home ownership and leadership within the economy of land use and development.

## Community Acknowledgement

We extend our deep gratitude to the many community leaders, residents, and partners who have shaped Community in Public's work, including this study.

We especially acknowledge the leadership of Jane Finch and Little Jamaica community members who provided critical expertise to inform the study's approach and this final report. This includes their feedback leading to and informing the design of the public survey and their review and feedback on this report. Local leaders providing feedback on the

draft of this report include Symone Walters, Shannon Holness, Troy Budhu, and Lorraine Anderson from Jane Finch, and Brian Simms and Happie Micha Edwards from Little Jamaica.

We are grateful to our institutional partners, including ULI Toronto and the City of Toronto's Confronting Anti-Black Racism Unit, for their collaboration in the design and implementation of the Technical Advisory Panel (TAP) that underpins this study. We also thank the Housing Secretariat, City Planning, Community Development Unit, and Community Benefits Unit for reviewing and providing feedback on an earlier draft of this report.

Thank you ULI Toronto for securing additional funding for the TAP through their application for support from the ULI Terwilliger Center for Housing, based in Washington DC, US.

We recognize the contributions of over 60 experts - grassroots, non-profit, and industry - who participated in the TAP as panelists or informants during the TAP process.<sup>1</sup>

The assessment and recommendations included in the report are meant to represent community priorities, rather than governmental or profit-driven industry initiatives or perspectives.

The initial inspiration for this work comes from the incredible efforts

of grassroots leaders. Namely, Bill Worrell and leaders of the Oakwood Vaughan Community Organization (OVCO), which tasked Community in Public with identifying solutions to displacement in 2020, as well as the incredible leaders in Jane Finch who have substantial experience leading anti-displacement plans.

Leaders in Jane Finch have played an instrumental role in ensuring solutions to displacement have been prioritized and advanced by the City of Toronto, the philanthropic sector, and housing providers.

The TAP and survey results analysis is part of Community in Public's Roadmap for Redevelopment Plans to Confront Systemic Racism. The Roadmap program received funding from the CMHC's Housing Supply Challenge – Getting Started Round in 2022; however, the views expressed are the personal views of Community in Public and CMHC accepts no responsibility for them.

Finally, it is an honour that in April 2026, the TAP part of this research project was acknowledged with an Excellence in Social Impact Award from ULI. This honour was voted on for by over 40 ULI satellites across North America.

## **Writing Team**

*Lead* Cheryll Case

*Support* Raquel Caldito, Ishan Juneja

<sup>1</sup> See Appendix 1 ULI TAP Acknowledgements

# Key Terms

**Anti-Black Racism in Housing and Land Use:** A form of systemic racism rooted in the historical and ongoing impacts of enslavement and colonialism that shapes unequal access to land, housing, and economic opportunity for Black communities.

**Equitable Land Use Planning:** A planning approach that addresses historic and ongoing inequities by ensuring land use decisions and investments provide fair access to housing, economic opportunity, and community resources. It emphasizes shared governance, community participation, and coordinated action by the government, community, and the private sector to prevent displacement and support long-term community stability.

**Systemic Economic Barriers:** The four structural barriers identified in the report - Scale of Deficits, Ecosystem Deficiencies, Conflict of Interest within the Labourforce, and Economic Rigidity - that limit the ability to achieve equitable housing outcomes.

**Economic Rigidity:** The inability of planning and economic systems to adapt to more equitable, community-centered approaches due to entrenched policies, funding models, and institutional norms.

**Land Use Planning Economy:** The system of actors, policies, financial flows, and decision-making processes that determine how land is used, developed, and valued, and how benefits and harms are distributed across communities.

**Community-led Planning:** Processes within the Land Use Planning Economy where residents, community organizations, and local leaders collaborate to advise on or lead in shaping land use, development, and investment in their neighbourhoods.

**Government-led Planning:** Processes within the Land Use Planning Economy where public institutions lead decisions on land use, development, and investment through policies, regulations, and public programs, shaping how resources are allocated and how development occurs.

**Private Business-led Planning:** Processes within the Land Use Planning Economy where private sector actors lead decisions on land use, development, and investment based on financial viability and market conditions, shaping how land is developed and how value is generated and distributed.

**Displacement:** The forced or indirect eviction of residents, businesses, or community institutions due to rising costs, redevelopment, or changes in neighbourhood conditions.

# Table of Contents

<b>1.0 Executive Summary.....</b>	<b>6</b>
1.1 Survey Analysis.....	8
1.2 Context Analysis.....	9
1.3 Recommendations.....	10
<b>2.0 Overview.....</b>	<b>12</b>
2.1 Scope.....	13
2.2 Background.....	14
<b>3.0 Survey Analysis.....</b>	<b>18</b>
3.1 Results Summary.....	19
3.2 Participation.....	22
3.3 Priorities.....	25
3.4 Strengths Weaknesses Opportunities and Threats.....	31
<b>4.0 Context Analysis.....</b>	<b>36</b>
4.1 Power Distribution in the Land Use Planning Economy .....	37
4.2 The Four Systemic Economic Barriers.....	38
4.3 Impact of Displacement.....	44
4.4 Solutions.....	45
4.5 Theory of Change.....	49
<b>5.0 Recommendations.....</b>	<b>50</b>
5.1 Chart .....	52
<b>Appendix</b>	
A.1 Anti-Displacement Community Survey.....	58
A.2 Guiding Considerations for Developing Consultant Proposal Evaluation Criteria.....	65
A.3 Guiding Considerations for Governance and Operational Structure of Neighbourhood Planning Coalitions.....	66
A.4 Guiding Considerations for Standardized Anti- Displacement Impact Metrics, Tracking, and Public Reporting Guidance...68	
A.5 Report Updates Based on Feedback on This Report's Draft.....	69

# 1.0

## Executive Summary

*Collectively, the 9 recommendations resulting from this study focus on funding and scaling community-led planning, aligning government systems with community governance, and increasing investment in affordable housing, tenant protections, and community ownership.*

This report presents these recommendations to prevent the displacement of Black communities as transit expansion and redevelopment accelerate. In recognition of the Systemic Economic Barriers at play, these recommendations require coordination across people of all racial backgrounds and neighbourhoods throughout Ontario. The recommendations are informed by a synthesis of findings from the 2022–2025 Technical Advisory Panel (TAP) project conducted in partnership with ULI Toronto and the City of Toronto’s Confronting Anti-Black Racism Unit; community feedback on the ULI TAP report; the 2025 Community in Public-led survey; broader economic analysis; and participant feedback on draft versions of this report. The Toronto

neighbourhoods of Jane Finch and Little Jamaica serve as case study areas to ground this analysis.

*Theory of Change produced based on the findings of this research project is as follows:*

*Displacement of Black communities reflects a structural imbalance between rising real estate values and the resources available to secure housing, land, and local institutions for equitable community benefit. Addressing this requires system-wide reforms that expand community-led planning and increase capital for non-profit and community ownership, alongside targeted investments to address anti-Black racism in housing and land use.*

Central to this is Recommendation 4: By Q3 2027, Municipal Government Begins Role Out of Community-led Planning Fund to Fund Neighbourhood Planning Coalitions to Address Displacement. Using Toronto as a case study, implementing this recommendation to allocate up to \$500,000 per neighbourhood for community-led planning would cost \$12.07 – \$24.14 per resident. By comparison, Toronto police services cost \$520.70 per resident in 2026 - an increase of \$50.60 from 2025 while the combined 2026 budgets for Economic Development, Social Development, City Planning, and Housing Policy & Strategy costs \$95.41 per resident, increasing by only \$2.08 from the 2025 budget.

The implementation of Recommendation 4 is central, as community-led planning is an economic catalyst that generates new wealth and agreeableness from government to make the required investments into housing.

Recommendations 1 - 3 focus on establishing Neighbourhood Planning Coalitions and aligning municipal systems with their work. Recommendations 5 - 9 outline the funding and policy actions required to accelerate affordable housing development, acquisition, and tenant protections.

If governments and funders implement these recommendations - patterns of increasing displacement will reverse and Black households will sustainably be protected from displacement. Failure to act will enable further erosion of stability for renter households and result in overall social decline, including government directing and supporting increased funding into policing and related enforcement mechanisms to manage the impact of unmet housing needs and unemployment.<sup>2</sup>

#### Community in Public's Next Steps:

1. Share the report and recommendations with relevant stakeholders in government, philanthropy, labour and professional associations, non-profit organizations, and private sector businesses
2. Advance the implementation of Recommendations 1 - 3
3. Continue supporting actions and leaders in alignment with recommendations 4 – 9

<sup>2</sup> The highly redacted 2022 RCMP report, Whole-of-Government Five-Year Trends for Canada, notes the risks of growing resentment and social upheaval due to the under 35-year-old population not being able to buy housing.

# 1.1 Survey Analysis

*399 people participated in our 2025 survey on community responses to the TAP findings.*

Three quarters were from Toronto, the remaining from Peel, Ottawa, Hamilton, other Ontario cities, and a few from other provinces. The sample is strongly rooted in the lived experience of those most affected by displacement: including Black and Indigenous residents, and most are working-aged women.

Survey results: Priorities:

- *Equitable Transit-Oriented Development:* Pair transit expansion with city-wide affordability incentives and the strategic acquisition and redevelopment of public land.
- *Affordable Housing Solutions:* Set a clear target that at least 66% of new homes are affordable or non-market, expand Black homeownership and community ownership, and establish a task force to evaluate and propose actions.
- *Community Collaboration and Empowerment:* Secure funding for collaborative local planning processes that aligns public, private, and community partners and decision-making processes that match how

people actually participate, while investing in workforce hubs and cultural programming, and resourcing Black leadership and entrepreneurship through sustained training support.

Write-in responses emphasized preserving existing low-rent homes and streamlining affordable housing development, strengthening tenant (residential and commercial) protections, improving transit affordability and reliability, investing in jobs/training and education, and resourcing ongoing community governance and benefits.

Survey results: SWOT:

- *Strengths:* Strong neighbourhood identity, clear shared concern about displacement, and a clear focus on Black residents.
- *Weaknesses:* Resource scarcity for community organizations and to advance community-led solutions, limited meaningful engagement with developers
- *Opportunities:* Transit expansion, increased housing development, and government initiatives are key openings if paired with strong equity protections.
- *Threats:* Rising rents, weak tenant protections, limited funding for community-led planning, and lack of political support from local representatives.

# 1.2 Context Analysis

*Government, and then the private sector, hold the most influence in the planning of neighbourhoods as they control the core powers through policy, regulation, approvals, land, financing, and investment decisions.*

As a result, land use planning often prioritizes private profit and benefits tend to concentrate among landowners and private organizations while harms - rent increases, displacement, and disruption - fall most heavily on renters, small businesses, and racialized communities, especially Black communities.

The forces guiding this reality are summarized as four Systemic Economic Barriers: the Scale of Deficits, Ecosystem Deficiencies, Conflict of Interest Within the Labourforce, and Economic Rigidity. These Barriers are detailed in Community in Public’s 2024 Impact and Next Steps report.

- *Scale:* the combined gaps between required funds and funds allocated to housing are vast. CMHC and RBC estimate that \$1<sup>3</sup> – \$2<sup>4</sup> trillion is needed to address the housing crisis. The 2017 – 2028 National Housing Strategy allocated \$115 billion<sup>5</sup> to addressing the housing crisis.
- *Ecosystem Deficiencies and Conflict of Interest within the Labourforce:* research from the Canadian Institute of Planners shows most planners do not believe their sector is investing adequately into equitable outcomes.
- *Economic Rigidity:* community led planning is either unpaid or significantly underpaid – resulting in difficulties to address the housing crisis.

Leading examples on addressing these Systemic Economic Barriers and systemic anti-Black racism in housing and land use include Jane Finch, Little Jamaica, Weston, Mt Dennis, and Regent Park in Toronto. Here, non-profit leaders have produced meaningful results that are influencing or shaping policy in their neighbourhood and beyond. In each neighbourhood philanthropy and/or government provided funding for grassroots and community-centre stewardship in identifying and rallying support for funding and policy solutions to address displacement.

<sup>3</sup> CMHC - Achieving Housing Affordability by the Next Decade

<sup>4</sup> RBC - Housing Trifecta: How governments can tap private capital to improve supply, sustainability and affordability

<sup>5</sup> National Housing Strategy - Housing, Infrastructure and Communities Canada - Canada’s National Housing Strategy

# 1.3 Recommendations

*The recommendations were prepared through the synthesis of survey results, context, and feedback from partners and participants during the drafting of this report.*

To ensure maximum impact, recommendations address Systemic Economic Barriers by shifting planning and investment toward community centred and human-rights-aligned outcomes. They are for implementation in neighbourhoods across Ontario, with replicability across Canada.

## Recommendations

1. *By Q3 2026, Community in Public Establishes the Community-led Planning Scaling Collective:* Create a coordinated, cross-neighbourhood leadership structure to align advice to government and philanthropy, and secure sustained investment in community-led planning and housing.

Lead: Community in Public, Community-led Planning Scaling Collective, Government

2. *By Q1 2028, Community-led Planning Scaling Collective Publishes Framework for Scaling Funding of Neighbourhood Planning Coalitions:* Engage key organizers<sup>6</sup> to establish a standardized, scalable model to guide how neighbourhood planning coalitions are governed and sustainably funded across jurisdictions.

Lead: Community in Public, Community-led Planning Scaling Collective, Consultant, Government, Philanthropy

3. *By Q1 2027, Community-led Planning Scaling Collective Publishes Standardized Anti-Displacement Impact Metrics, Tracking, and Public Reporting Guidance:* Enable consistent measurement and accountability across neighbourhoods to assess progress in reducing displacement and advancing equitable outcomes.

Lead: Community-led Planning Scaling Collective, Municipal Government, Provincial Government

<sup>6</sup> leaders and organizations in neighbourhoods with active community-led planning initiatives including local leaders, community associations, tenant associations, community land trusts, and community centres; philanthropic, governmental, and/or development organization

4. *By Q3 2027, Municipal Government Begins Roll Out of Community-led Planning Fund to Fund Neighbourhood Planning Coalitions to Address Displacement:* Build sustained local capacity to coordinate planning, align investment, and implement community-driven anti-displacement strategies at scale.  
Lead: Government, Neighbourhood Planning Coalitions
5. *By Q3 2027, Municipal Government-led Planning Institutionalizes Equitable Land Use Planning to Address Displacement:* Ensures city-wide City Planning, Economic and Social Development, and Housing division collaboration and coordination with neighbourhood-based community-led planning efforts to address displacement.  
Lead: Municipal Government, Provincial Government
6. *By 2028 Q1, Include in the 2028 Refresh of the National Housing Strategy, The Allocation of \$500 billion to Affordable Housing Development and Acquisitions:* Support community-led planning and non-profits to have the resources required to acquire and develop property in line with goals to address displacement and improve affordability.  
Lead: Government, Philanthropy, Private Sector, Non-profits
7. *By 2028 Q1, Government Earmarks Funding to Advance Black Homeownership and Community Ownership:* Directs targeted investment to address systemic access gaps, to ensure equitable improvement in long-term housing security and wealth-building within Black households.  
Lead: Government
8. *By 2028, Q1 Government Increase Support to Community Organizations to Acquire or Partner to Develop on Publicly Owned Land Government and Build Workforce:* Strengthen delivery capacity by embedding community organizations as core partners in housing development while advancing local workforce participation and economic inclusion..  
Lead: Government
9. *By 2028 Q1, Government Scales Community and Tenant-First Acquisition Programs:* Expand community control over existing real estate assets to stabilize tenancies and prevent displacement at scale.  
Lead: Government, Philanthropy

# 2.0

## Overview

*This report summarizes the process and synthesis from collaborative research conducted between November 2022 - April 2026. The research objective was to identify actionable recommendations for how to reduce the displacement of Black residents from their homes.*

This process is part of Community in Public's Roadmap for Redevelopment Plans to Confront Systemic Racism ("Roadmap").

The final formal engagement in this research is the Anti-Displacement Community Survey in circulation February 2025 – March 2025. The survey builds consensus around research program identified solutions to displacement. This includes the July 2024 ULI Toronto Technical Assistance Panel (TAP) Report, "Preserving Black Communities Apartment Affordability Around Transit in Toronto"; and the November 2024 Consultation Roundtable in Jane Finch, where leaders evaluated recommendations from the TAP report and conducted a SWOT

analysis of their local context. The TAP Report was produced by the Toronto Urban Land Institute (ULI Toronto), as part of a partnership facilitated by Community in Public and sponsored by the City of Toronto's Confronting Anti-Black Racism (CABR) Unit in the Social Development Division.

Study objectives:

- Set a shared mandate grounded in community voice.
- Align organizational actors around addressing Systemic Economic Barriers.
- Catalyze coordinated investment and accountability across neighbourhoods.

Community in Public's Next Steps

1. Share the report and recommendations with relevant stakeholders in government, philanthropy, labour and professional associations, non-profit organizations, and private sector businesses
2. Advance the implementation of Recommendations 1 - 3
3. Continue supporting actions and leaders in alignment with recommendations 4 – 9

## 2.1 Scope

*The study is scoped to the Jane Finch and Little Jamaica neighbourhoods, Toronto, and Ontario geographies as relevant. The recommendations are for application across Ontario, and can be considered for replication across Canada.*

Jane Finch was the primary case study neighbourhood during the research and engagement phases spanning 2023 – 2024, with ULI Toronto and the City of Toronto (ULI Toronto TAP, 2024 November Consultation, March report back).

Little Jamaica was included key neighbourhood, as Community in Public has been working in Little Jamaica since 2018, and it was this community which tasked Community in Public with identifying solutions to the displacement of their neighbours due to unaddressed and under-addressed housing affordability issues resulting from local planning and economic systems at play. Specifically, this request was made during Community in Public’s Black Futures on Eglinton project (2019 – 2021), and ongoing conversations and collaborations with the Oakwood Vaughan Community Organization (OVCO), a long-standing resident-led community organization, the Eglinton Vaughan Land Trust, and Little Jamaica Community Coalition.



March 2020, Photo at the end of Reggae Night, from Black Futures on Eglinton, in the old NIA building in Little Jamaica

## 2.2 Background

*The survey analysis and recommendations follow collaborative efforts of Community in Public, City of Toronto, and ULI Toronto over a 3.5-year period.*

This begins with the scoping of the ULI Toronto TAP in 2022, the research conducted in 2023, the consultations hosted in 2024, the survey in 2025.

### *Community in Public*

This survey analysis report is part of Community in Public's broader 'Roadmap for Redevelopment Plans to Confront Systemic Racism ("Roadmap"). The Roadmap, launched November 2022, is an action-oriented program, spanning Canada, designed to align the Land Use Planning Economy with the directions of the National Housing Strategy and guidance from the Ontario Human Rights Commission.

Community in Public is a Black led organization which has delivered various programs targeted at addressing systemic anti-Black racism in the Land Use Planning Economy.

### *Jane Finch*

Various Jane Finch organizations and community leaders have been involved in local land use planning efforts in Jane Finch for 10 years. This includes Black and allied leaders organizing efforts to address displacement due to the demolition of Toronto Community Housing, the co-design and implementation of the Growing in Place Initiative, participation in the Secondary Plan and Community Development Plan strategies, as well as various projects independently led by community members over the years. Growing in Place is a terminology for gentrification and Black displacement-focused work that has been leveraged by the City of Toronto and community leaders.

### *City of Toronto*

The exploration of solutions aligns with the City of Toronto's commitment to improving outcomes for Black communities through its Toronto Action Plan to Confront Anti-Black Racism, including advancing a Black Housing Framework, as well as the Growing in Place Initiative, and the Jane Finch Community Development Plan.

The Growing in Place Initiative includes coordination across City

divisions and community partners to reduce the gentrification of Black residential and commercial spaces.

The Black Housing Framework aims to increase access to affordable housing, set clear targets for Black housing outcomes, build capacity for Black-led housing providers, and strengthen targeted policy and anti-eviction supports.

The Jane Finch Community Development Plan supports the area's Secondary Plan by leveraging social, cultural, and economic investments to address longstanding inequities and strengthen community resilience. Key initiatives include advancing the Jane Finch Community Hub & Centre for the Arts and establishing resident-led platforms for ongoing engagement, monitoring, and evaluation.

Together, these efforts - alongside partnerships with organizations such as United Way Greater Toronto - demonstrate how municipal government can transition to implement Equitable Land Use Planning and collaborate across sectors to address displacement.

### *ULI Toronto*

ULI Toronto is the local district council of ULI, a global non-profit research and education organization focused on responsible land use and sustainable urban development. 50% of ULI Toronto's 2,000 members work in the private sector. A volunteer-

led organization, it has over 237 volunteer committee members taking on leadership roles to advance best practices in real estate development and city-building.

ULI Toronto produced their TAP report as part of their Advisory Services program, in which industry professionals volunteer their expertise and technical assistance for communities and organizations facing land use challenges.

ULI Toronto has a robust history of supporting its members to volunteer in roles that advance equity and inclusion. This includes its Pathways to Inclusion program, award-winning Truth & Reconciliation Guide and substantive yearly program during National Housing Week.

### **2.2.1 July 2024 TAP Report**

In July 2024, ULI Toronto published the Technical Assistance Panel (TAP) report, Preserving Black Communities Apartment Affordability Around Transit in Toronto. The report synthesizes research and consultations with Community in Public, the City of Toronto, over 50 community and industry stakeholders, and existing studies on housing, transit, and displacement, with a focus on Jane Finch and related areas.

The panel included senior leaders from non-profit, private, and academic sectors, and gathered input from CMHC executives, public housing experts, development

organizations, United Way, and community leaders from Jane Finch and Little Jamaica. The professional panel's experience includes the management of national organizations and roles overseeing a \$20 billion housing plan and tenant protection expansions.

The report outlines 31 recommendations for municipal, provincial, and federal governments across short-, medium-, and long-term timelines, which were shared with Jane Finch leaders at the November 2024 consultation.

Key findings highlight that affordability loss begins with the announcement of transit projects, underscoring the need to embed equitable land use planning early. The panel emphasized preserving existing affordable housing - where losses outpace new supply 15:1<sup>7</sup> - while expanding non-market housing and strengthening partnerships across public, private, and community sectors.

The report also calls for sustained investment in resident-centered

planning, local job creation, and long-term wealth-building, alongside better alignment of government, ESG, and decarbonization efforts to maximize outcomes for housing affordability, sustainability, and community well-being.

### 2.2.2 November 2024 Consultation

Following the TAP report, Community in Public hosted a consultation on November 5, 2024 to gather community feedback. This included presentations from Community in Public, the City of Toronto, and ULI TAP leaders, along with facilitated exercises to capture community input. A summary of the feedback was published in March 2024.

Feedback emphasized the urgency of moving from discussion to action to prevent displacement, preserve community heritage, and advance equitable development. Participants prioritized Black homeownership, community land ownership, equitable transit-oriented development, and resourcing local hubs and leadership tables. While strong community identity was identified



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

<sup>7</sup> The 15:1 loss is noted by the City of Toronto in their 2023 report on the urgent need to build more affordable homes.

as an asset, key challenges included underfunding, limited developer accountability, gentrification, cultural erasure, and over-policing. Concerns on over-policing were brought up and linked to rising housing unaffordability and redevelopment, with participants noting increased risk of surveillance for existing residents and heightened tensions with incoming populations being more likely to stigmatize existing residents and call for increased police presence.

### **2.2.3 2025 Anti-Displacement Community Survey Design and Launch**

The Anti-Displacement Community Survey was produced following the above engagements and publications.

Survey purpose:

1. Align industry, community leader, and public priorities
2. Gather feedback to guide equitable development and prevent displacement
3. Develop a shared set of recommendations for stakeholders

Only priorities and SWOT items receiving a higher volume of votes in this consultation were included in the Broader Community survey. Later, in early 2025 Community in Public hosted focus group consultations with Jane Finch community leaders to complete the design of the survey, and to align on its distribution process. These Jane Finch leaders identified that broad community feedback was required to establish stronger clarity on community perspectives on challenges and opportunities to address displacement.



November 2024 - Focus group consultation with Jane Finch community leaders at a Community Consultation Event

# 3.0

## Survey Analysis

*Survey responses identify community priorities and provide local SWOT insights on what is needed within planning, housing, and economic systems to meaningfully prevent displacement.*

These findings ground the report's system-level recommendations in the lived realities of those most affected, as a significant proportion of respondents identify as racialized and/or come from neighbourhoods experiencing higher levels of displacement.

### *Method*

To align responses to neighbourhoods, survey respondents were first asked to identify what neighbourhood(s) they currently live, or previously lived, work or previously worked in. Those who identified that they currently live, or previously lived, work or previously worked in Jane Finch responded for the survey related to Jane Finch only, unless they also identified that their responses were applicable to other neighbourhoods/cities they've lived or worked in; those identifying that they have not lived/

worked in Jane Finch were asked to generalize their responses for all the neighbourhoods/cities they lived in. The disaggregation of Jane Finch respondents enables the data to more clearly communicate what are the unique priorities to support well being in Jane Finch. This approach was taken for Jane Finch as it was the focus neighbourhood throughout the TAP process.

To identify priorities and aligned SWOT items, survey respondents were invited to pick their top 3-4 options from those listed and to write in their own ideas if not already listed.

**Let's Align on Solution to Displacement**

Help shape Equitable Transit-Oriented Development strategies to prevent displacement, remove barriers limiting resident success, as well as to increase affordable housing supply and local access to community space in Jane Finch!

- Your input matters!
- 6 minutes to complete
- Chance to win 1 of 3 \$100 gift cards!

The survey options are based on collaborative workshops between industry and community leaders. This includes the November 5th, 2024 workshop at the **Yorkwoods Library**. Let's align on the path forward!

**CP Planning** We are a non-profit community network practicing a human rights-based approach to community planning.

We are honoured to support local leaders building solutions.

[www.cpplanning.ca/survey-anti-displacement](http://www.cpplanning.ca/survey-anti-displacement)  
Scan the QR code to access the survey

February 2025 - Flyer circulated at in person events. Survey also circulated online.

## 3.1 Results Summary

*Survey findings across priorities, write-in responses, and SWOT analysis reveal a consistent and reinforcing pattern: residents are not resisting growth, but are demanding that growth be governed in ways that secure housing stability, cultural continuity, and shared prosperity.*

Across geographies, there is strong alignment on the need for public and non-profit control of land, deep affordability standards, increased Black homeownership and community ownership, and funded local planning processes. At the same time, respondents identified systemic weaknesses - particularly resource scarcity for community organizations, limited engagement with developers, and insufficient tenant and commercial protections - that undermine their ability to shape redevelopment outcomes. Together, the results indicate that displacement is widely understood as a structural governance and investment issue, not a lack of community will or capacity. The survey signals clear support for coordinated, enforceable, and well-resourced approaches

that align land use, housing, and economic development decisions with community-defined priorities.

### 3.1.1 Priorities

Survey results show strong alignment across geographies on structural solutions to prevent displacement. Respondents consistently prioritized acquiring and building on public land, ensuring that at least 66% of new housing is affordable or non-profit operated, and increasing Black homeownership and community ownership. There was also broad support for securing funding for local planning processes and deepening meaningful community involvement in decision-making. In Jane Finch and Little Jamaica, jobs, training, and climate-friendly retrofits were particularly emphasized, reflecting the link between redevelopment, income stability, and housing security.

Overall, the findings indicate that residents are calling not for incremental adjustments, but for coordinated investment in land control, deep affordability, Black leadership, and funded community governance as the foundation for preventing displacement.



Table 1: Priorities, by geography receiving in the top 2 or receiving 50%+ consensus

Category	Solution	Ontario	Non-Toronto-Ontario	Toronto	Jane Finch	Little Jamaica
Equitable Transit - Oriented Development	City-wide incentives for affordable housing	Over 50%	Over 50%	Over 50%		Over 50%
	Acquire and build on public land	Over 50%			Over 50%	Over 50%
	Use property tax increases for affordable housing				Over 50%	
	Climate-friendly retrofits		Over 50%	Over 50%	Over 50%	Over 50%
	Training, for Black leaders to access jobs in planning, housing, and sustainable development	Over 50%	Over 50%	Over 50%		Over 50%
Affordable Housing Solutions	66% of new housing is affordable to lower-middle income households, and/or operated by government, or non-profit organizations.		Over 50%			
	Evaluate City program effectiveness				Over 50%	Over 50%
	Measure affordability over time					
	Increase Black homeownership through financial programs	Over 50%	Over 50%	Over 50%	Over 50%	Top 2
	Increase Black community ownership	Over 50%	Over 50%	Over 50%		Over 50%
	66% of new housing is affordable to lower-middle income households, and/or operated by government, or non-profit organizations.					Over 50%
	Task force to evaluate and propose solutions to prevent rising housing costs and the loss of affordable homes			Over 50%		
Community Collaboration and Empowerment	Secure funding to develop and implement a local plan that aligns public, private, non-profit, and community actors to coordinate investments and achieve shared goals.	Over 50%	Over 50%	Over 50%	Top 2	Over 50%
	Collaborate with community to invest in public spaces, workforce hubs, art, and cultural festivals				Over 50%	
	Build capacity for local Black resident leaders, entrepreneurs, and community groups through training, technical assistance, funding, and celebration	Top 2	Over 50%	Top 2	Top 2	Over 50%
	Engage and involve tenants in equitable ways while implementing equitable development strategies					Top 2
	Support workforce development for skilled trades and professional careers				Top 2	
Write-In Responses	Streamline and increase affordable housing development	Top 2	Top 2	Top 2		Top 2
	Protect lower rents and their tenants within				Over 50%	Top 2
	Improve community engagement	Top 2		Top 2		
	Improve affordability & access of public transit					Top 2
	Other fundraising (taxes, partnerships, etc.)		Top 2			
	Other Black-focused housing solutions		Over 50%			
	Increase affordable business or community space supply				Top 2	Top 2
	Government or non-profit acquisitions of affordable housing/retail spaces					Top 2
	Education					Top 2
	Address the financialization of housing				Over 50%	
	Reparations / Subsidy to the displaced/impacted tenants (commercial/residential)				Over 50%	

### Write In Responses

Write-in responses highlight a demand for immediate, practical solutions to stabilize neighbourhoods. Across geographies, respondents prioritized increasing affordable housing, protecting lower rents and existing tenants, and strengthening public and community control over land and investment decisions.

In transit-impacted areas such as Jane Finch and Little Jamaica, there was greater emphasis on preserving affordable business and community spaces, improving transit affordability, and expanding public or non-profit acquisition of housing and retail properties. Overall, responses point to the need for faster delivery of deeply affordable housing, stronger tenant and small-business protections.

### 3.1.2 Strengths Weaknesses Opportunities and Threats

Across geographies, respondents identified strong community identity, cultural assets, and a willingness to collaborate as core strengths. Transit expansion and housing growth are widely recognized as opportunities, suggesting that residents do not oppose development itself. Rather, they seek development that delivers stability, affordability, and shared benefits. These findings signal that the foundation for equitable redevelopment already exists within communities; what is missing is the institutional structure and resourcing required to translate local strength into outcomes.

Weaknesses and threats cluster around governance gaps and resource scarcity. Respondents consistently identified underfunded community labour, limited meaningful engagement with developers, rising rents, and the displacement of affordable homes and community-serving spaces as pressing concerns. In neighbourhoods such as Jane Finch and Little Jamaica, fears of cultural erasure and loss of Black community presence are especially pronounced. Together, these findings suggest that displacement risk is not driven by a lack of community capacity, but by a planning and investment system that does not sufficiently align growth with tenant protections, community ownership, or accountability.



Table 2 SWOT by geography receiving in the top 2 or receiving 50%+ consensus

Category	Solution	Ontario	Non-Toronto-Ontario	Toronto	Jane Finch	Little Jamaica
Strengths	The community has clearly stated that displacement is a concern					
	Community identity is strong, and the name is clearly identifiable	○		○	○	○
	Existing spaces are assets to help the community mobilize and keep residents in the know		○			
	The community is willing to partner and there are large institutions willing to collaborate and build capacity in the community	○	○			
	A focus on Black community members	○		○	○	○
	The community has an abundance of cultural backgrounds and talented artists				○	
Weaknesses	Resource scarcity for community organizations	○	○	○	○	○
	No meaningful engagement with the development community	○	○	○		○
	Lack of funding opportunities to support ideas				○	
	Lack of awareness of funding opportunities, and capacity to pursue them		○			
	Lack of explicit support for the Black community		○			
	Lack of communication between interest groups and differing opinions and goals					
Opportunities	Plans or ongoing increases of the total volume of housing in the neighbourhood	○		○	○	○
	Transit development will improve accessibility	○	○	○	○	○
	New provincial or federal initiatives & incentives targeted to improve affordability issues for building preservation.		○		○	
Threats	Rising rents and/or lack of tenant protections resulting in the displacement of residents	○	○	○		○
	Rising rents and/or lack of commercial protections resulting in the displacement of affordable and/or community-centred commercial or community spaces	○		○	○	○
	Lack of appropriate funding to implement community-led planning solutions		○			○
	Political representatives limit community control in how investment is deployed to achieve community objectives		○		○	○
	Lack of policy to ensure developers provide community benefits such as housing, employment, or other resources for equity-denied groups					○
	Over policing once newer developments are completed				○	
	Cultural erasure of racialized communities				○	

## 3.2 Participation

### 399 people took the survey.

Responses were concentrated in Toronto neighbourhoods experiencing transit-related redevelopment, while also drawing perspectives from Peel, Ottawa, Hamilton, and other Ontario cities. Participation was especially strong among Black, Indigenous, and working-age women, grounding the findings in the lived realities of demographics most affected by displacement and housing insecurity.

Nearly three-quarters of survey respondents identify as having lived

experience living and or working in Toronto. The remaining 35% are respondents who do not have such lived experience, but rather have such experience for Peel, Ottawa, Hamilton, and other Ontario cities. As such, survey responses for Ontario were divided to disaggregate responses for Toronto only, and separately for Ontario cities outside of Toronto.

### 3.2.1 Geographic Distribution

Table 3: Location participant breakdown

<i>Municipality</i>	<i>Count</i>
City of Toronto	<b>76%</b>
City of Mississauga	<b>9%</b>
City of Ottawa	7%
City of Brampton	<b>6%</b>
City of Hamilton	6%
City of Kitchener Waterloo	5%
City of Markham	2%
Ontario Other than Toronto	17%
Canada Other than Ontario	7%
<b>Responded</b>	399

### 3.2.2 Demographics

*All* *Black*  
  **Bold** *Top 2*

Table 4: Toronto neighbourhoods breakdown

<i>Neighbourhood</i>	<i>Count</i>
Little Jamaica	<b>24%</b>
Jane Finch	<b>17%</b>
Etobicoke Lakeshore	13%
Danforth Main	11%
Mt Dennis	10%
Rexdale	9%
Golden Mile	3%
Other Toronto neighbourhood	49%
<b>Responded</b>	302

The survey engaged a diverse group of participants, with strong representation from racialized communities, working-age adults, and women. This demographic profile grounds the findings in the lived experiences of those most impacted, while still reflecting a range of perspectives across age, race, and gender.

### Age

The age profile of respondents is heavily concentrated in the 25 – 64 range, who made up nearly 90% of participants overall and across the key neighbourhood samples. Younger people (18 – 24) and seniors (65+) were represented in smaller numbers, while youth under 18 were almost absent.

### Race

All Black  
  **Top 2**

The survey findings are strongly grounded in the lived experiences of racialized communities, particularly Black communities. Compared to population data, racialized respondents are overrepresented, strengthening the relevance of insights from groups most impacted by displacement. For example, while Black residents make up 9% of Toronto’s population (5% in Ontario), and Indigenous peoples represent 1% in Toronto (3% in Ontario), they account for a significantly higher share of survey respondents.<sup>8</sup>

### Gender

These results suggest that the survey findings are particularly reflective of women’s perspectives on displacement and affordability, while also including some input from gender-diverse participants, whose are more likely to be at risk of displacement.

Table 5: Gender Breakdown by Geographic Area

<i>Gender</i>	<i>Ontario</i>	<i>Non-Toronto-Ontario</i>	<i>Toronto</i>	<i>Jane Finch</i>	<i>Little Jamaica</i>
Woman	<b>59%</b>	<b>56%</b>	<b>59%</b>	<b>57%</b>	<b>53%</b>
Man	<b>31%</b>	<b>39%</b>	<b>29%</b>	<b>27%</b>	<b>30%</b>
Non-binary	3%	3%	3%	0%	(0%
Gender Queer / Gender Fluid	2%	3%	2%	3%	4%
Two-spirit	1%	0%	1%	3%	4%
Prefer not to self-describe	4%	0%	5%	10%	9%
<b>Responded</b>	218	36	182	30	47

<sup>8</sup> Census Canada - Profile table, Census Profile, 2021 Census of Population - Toronto, City (C) [Census subdivision], Ontario; Ontario [Province]

### 3.2.3 Limitations Based on Demographic Data

While the survey engaged a diverse group of participants and generated valuable insights, limitations should be noted when interpreting the findings.

A key gap is the absence of socio-economic data such as income, employment status, and housing tenure (renters vs. owners), or if someone has a disability. Without

this information, it is difficult to assess how such matters intersect with respondent perspectives on solutions and local contexts. This socio-economic context can only be inferred based on patterns wherein racialized populations are more likely to rent and/or have lower incomes.

Another limitation is the limited participation of youth under 18 and seniors over 65.

Table 6: Race Breakdown by Geographic Area

<i>Race / Ethnicity</i>	<i>Ontario</i>	<i>Non-Toronto-Ontario</i>	<i>Toronto</i>	<i>Jane Finch</i>	<i>Little Jamaica</i>
White / European	33%	53%	28%	10%	24%
Black / African	27%	17%	28%	43%	47%
Indigenous	11%	6%	13%	23%	9%
East Asian	8%	6%	8%	7%	7%
South Asian	7%	6%	7%	3%	4%
South East Asian	6%	8%	6%	10%	2%
Middle Eastern or North African	7%	0%	8%	10%	9%
South / Latin America	6%	8%	5%	7%	4%
Prefer not to say	3%	0%	4%	0%	4%
Black, Indigenous, or Person of Colour	72%	47%	70%	93%	76%
<b>Responded</b>	218	36	182	30	45

## 3.3 Priorities

*Across the solution areas, respondents consistently prioritized structural approaches that link redevelopment with housing affordability, community ownership, and meaningful community participation.*

The strongest areas of alignment include acquiring and building on public land, establishing ambitious affordability targets, expanding Black

homeownership and community ownership, and securing funding for local planning processes that align public, private, and community decision making.

Respondents in Jane Finch and Little Jamaica placed greater emphasis on evaluating municipal planning processes and building the capacity of Black leaders, entrepreneurs, and community organizations. This likely reflects that both neighbourhoods are conducting community-led planning processes amidst displacement.

### 3.3.1 Equitable Transit-Oriented Development (ETOD)

*All*   *Black*  
  **Top 2**

Table 7: ETOD Priorities breakdown based on Geography

<i>ETOD Solutions</i>	<i>Ontario</i>	<i>Non-Toronto Ontario</i>	<i>Toronto</i>	<i>Jane Finch</i>	<i>Little Jamaica</i>
City-wide incentives for affordable housing	<b>58%</b>	72%	<b>55%</b>	32%	<b>24%</b>
Acquire and build on public land	<b>57%</b>	<b>64%</b>	56%	47%	<b>58%</b>
Use property tax increases for affordable housing	50%	46%	50%	50%	44%
Climate-friendly retrofits	47%	46%	47%	<b>53%</b>	<b>51%</b>
Training, for Black leaders to access jobs in planning and sustainable development	<b>39%</b>	<b>33%</b>	<b>40%</b>	18%	<b>42%</b>
Collect and compare against past	27%	10%	30%	26%	40%
Other	33%	<b>34%</b>	35%	<b>50%</b>	60%
<b>Responded</b>	217	39	178	38	45

The ETOD Solution Area focuses on ensuring the development of transit is paired with real estate development where affordability, inclusivity, and sustainability are at the forefront.

Across Ontario and Toronto, the most consistently prioritized ETOD solutions were city-wide incentives for affordable housing and acquiring and building on public land. In Jane Finch, respondents also emphasized using property tax increases to support affordable housing and climate-friendly retrofits. In Little Jamaica, acquiring and building on public land was the strongest shared priority, alongside interest in climate-friendly retrofits and training programs to support Black leadership in planning and development.

Overall, respondents supported a range of ETOD tools, indicating that transit expansion is widely seen as an opportunity if affordability, workforce access, and community benefits are embedded within redevelopment.

### 3.3.2 Affordable Housing Solutions (AHS)

This Solution Area is about preserving affordability and increasing housing access for vulnerable groups.

The most widely supported housing solution was ensuring that at least 66% of new housing is affordable to lower-middle income households and/or operated by government

or non-profit organizations. At the same time, Black respondents across several geographies strongly prioritized increasing Black homeownership and community ownership.

Notably, respondents in Jane Finch and Little Jamaica - neighbourhoods with ongoing organizing around affordable housing - were more likely to support establishing a task force to evaluate and propose solutions. This pattern suggests that communities with greater experience navigating planning processes and housing pressures place a higher value on oversight and transparent reporting on the outcomes of policies intended to protect affordability. The findings point to the need to pair housing production targets with strong evaluation mechanisms to ensure these strategies are delivering meaningful and lasting affordability, and targeted programs to support Black households and community organizations to own their homes.



October 2023 - Mayor Tours Little Jamaica

*All Black*  
**Top 2**

Table 8: AHS Priorities breakdown based on Geography

<i>AHS Solutions</i>	<i>Ontario</i>	<i>Non-Toronto-Ontario</i>	<i>Toronto</i>	<i>Jane Finch</i>	<i>Little Jamaica</i>
66% of new housing is affordable to lower-middle income households, and / or operated by government, or non-profit organizations <sup>9</sup>	46%	62%	43%	29%	57%
Evaluate City program effectiveness	43%	44%	42%	<b>47%</b>	<b>43%</b>
Measure affordability over time	39%	44%	39%	42%	26%
Increase Black homeownership through financial programs	<b>38%</b>	<b>33%</b>	<b>39%</b>	<b>39%</b>	<b>41%</b>
Increase Black community home ownership	<b>38%</b>	<b>21%</b>	<b>42%</b>	32%	<b>41%</b>
Preserve 66% of existing affordable rental	36%	36%	36%	16%	30%
Task force to evaluate and propose solutions to prevent rising housing costs and the loss of affordable homes	35%	<b>33%</b>	35%	47%	<b>48%</b>
Other	23%	23%	23%	16%	22%
<b>Responded</b>	218	39	179	38	46

### 3.3.3 Community Collaboration and Empowerment (CCE)

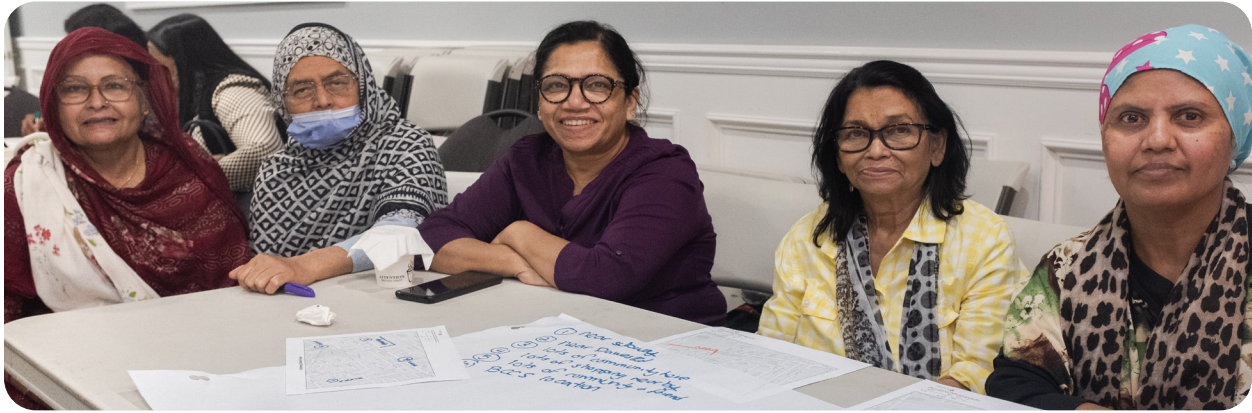
This Solution Area includes funding and dedicated programming for residents to have jobs, decision making roles, and creative spaces to inform how the neighbourhood grows.

Across geographies, the most widely supported collaboration strategy was securing funding to develop

and implement local plans that align public, private, and community actors around shared goals. Respondents also prioritized building the capacity of local Black leaders, entrepreneurs, and community organizations.

These findings indicate strong support for funded governance structures that enable residents to participate as ongoing partners in planning and redevelopment, rather than being limited to consultation.

<sup>9</sup> Note on survey wording: An earlier survey version showed “6%” instead of “66%.” Many respondents flagged this; the TAP set the target at 66%. Actual support for this option is therefore likely understated.



December 2024 - Table at Danforth Main workshop on local planning, by Bangladesh Centre & Community Services

All Black  
  **Bold** Top 2

Table 9: CCE Priorities breakdown based on Geography

<i>CCE Solutions</i>	<i>Ontario</i>	<i>Non-Toronto Ontario</i>	<i>Toronto</i>	<i>Jane Finch</i>	<i>Little Jamaica</i>
Secure funding to develop and implement a local plan that aligns public, private, non-profit, and community actors to coordinate investments and achieve shared goals.	<b>58%</b>	<b>62%</b>	<b>57%</b>	<b>42%</b>	<b>65%</b>
Collaborate with community to invest in public spaces, workforce hubs, art, and cultural festivals	42%	31%	44%	50%	46%
Build capacity for local Black resident leaders, entrepreneurs, and community groups through training, technical assistance, funding, and celebration	<b>39%</b>	<b>38%</b>	<b>39%</b>	<b>45%</b>	<b>46%</b>
Engage and involve tenants in equitable ways while implementing equitable development strategies	35%	28%	37%	26%	<b>30%</b>
Support workforce development for skilled trades and professional careers	35%	44%	33%	<b>32%</b>	26%
Deepen community involvement in decision-making in ways that are tailored to the members	35%	<b>38%</b>	34%	<b>42%</b>	33%
Prioritize and fund to ensure there is adequate access to a Community Hub and Arts Centre	27%	26%	27%	6%	28%
Other	12%	10%	12%	13%	17%
<b>Responded</b>	218	39	179	38	46

### 3.3.4 Write in Priorities

Across the Solution Areas, respondents provided 161 responses on solutions other than those already provided in the survey.

Across the write-in responses, there is a consistent theme on increasing and protecting the supply of affordable housing, while ensuring community engagement shapes development and planning on an ongoing matter.

*All Black*  
  **Bold** *Top 2*

Table 10: Other Prioritized Solutions

<i>Priorities: Other</i>	<i>Total</i>	<i>Toronto</i>	<i>Jane Finch</i>	<i>Little Jamaica</i>
Streamline and increase affordable housing development	17%	<b>14%</b>	5%	<b>18%</b>
Protect lower rents and their tenants within	13%	14%	<b>19%</b>	8%
Improve community engagement	<b>12%</b>	<b>13%</b>	5%	11%
Improve affordability and access of public transit	10%	7%	5%	<b>13%</b>
Jobs and training for those impacted	10%	7%	5%	<b>13%</b>
Other fundraising (taxes, partnerships, etc.)	7%	6%	5%	5%
Inclusionary Zoning	6%	7%	5%	3%
Black-focused	6%	4%	5%	3%
Increase affordable business or community space supply	5%	5%	<b>14%</b>	<b>13%</b>
Government or non-profit acquisitions of affordable housing/retail spaces	4%	5%	5%	<b>5%</b>
Education	4%	5%	5%	<b>8%</b>
Address the financialization of housing	4%	4%	19%	3%
Reparations/Subsidy to the displaced/impacted tenants (commercial/residential)	3%	2%	14%	3%
Streamline development in general (no explicit mention of affordability)	2%	1%	5%	0%
<b>Responded</b>	161	130	21	38

Write-in responses reinforced the survey findings, emphasizing the need to increase affordable housing supply, protect existing tenants and lower rents, and strengthen community control over land and development decisions.

Improved transit affordability and access were also noted, underscoring the link between mobility, employment, and housing stability. In Jane Finch and Little Jamaica, written-responses more frequently highlighted the importance of protecting affordable business and community spaces, reflecting concerns about cultural displacement.

Some respondents - particularly in Jane Finch - identified the need for reparations or subsidies for those displaced or negatively impacted by redevelopment. While less common overall, this reflects ongoing community-led efforts to address the root causes of displacement and signals a demand for accountability and redress from governments and institutions.



## Representative Sample of Responses

1. Preserve ALL existing affordable housing, no exceptions. We've been in a crisis for decades.
2. Update existing policies to reduce barriers and increase opportunities for more affordable housing development including anti-displacement policies.
3. CBA's play a critical role in transit development; government agencies should leverage benefits towards significant community investments.
4. We need massive provincial and federal government funding of social and supportive housing. This is the key piece.
5. Permanent community advisory committees
6. Invest in more frequent & reliable transit service on existing routes.
7. Provide a training so people can work in construction.
8. Paid roles / appropriate compensation for community organizers and leaders who lead neighbourhood groups.
9. Build capacity for a Black-led affordable housing developer tied with targeted financing and access to public land.
10. Government or Metrolinx to provide subsidies to businesses in Little Jamaica to offset displacement, reduced business hours, other adverse effects of Transit-Oriented development.

## 3.4 Strengths Weaknesses Opportunities and Threats

*The SWOT findings identify that communities already have social and cultural assets that can anchor equitable growth, but current government-led planning and investment systems do not reliably convert those assets into policy.*

Strengths include identity, organizing capacity, and cultural leadership - while weaknesses and threats include under-resourcing, weak accountability of developers, and rising real estate costs.

This directs that funders must resource community governance and embed affordability, commercial stability, and cultural protections into decision-making frameworks, not treat them as optional add-ons.

All Black  
  **Bold** Top 2

Table 11: Neighbourhood Strengths

	<i>Ontario</i>	<i>Not Toronto Ontario</i>	<i>Toronto</i>	<i>Jane Finch</i>	<i>Little Jamaica</i>
The community has clearly stated that displacement is a concern	<b>44%</b>	37%	46%	38%	46%
Community identity is strong, and the name is clearly identifiable	<b>38%</b>	41%	<b>38%</b>	<b>28%</b>	<b>48%</b>
Existing spaces are assets to help the community mobilize and keep residents in the know	38%	<b>63%</b>	34%	22%	20%
The community is willing to partner and there are large institutions willing to collaborate and build community capacity	36%	<b>37%</b>	36%	38%	30%
A focus on Black community members	<b>31%</b>	11%	<b>34%</b>	<b>47%</b>	<b>54%</b>
The community has an abundance of cultural backgrounds and talented artists	31%	37%	30%	<b>47%</b>	17%
Residents are working on a common mission, and are mobilized to make progress for their community	26%	22%	26%	22%	30%
The community has identified the funding supports needed to address displacement	17%	11%	18%	22%	22%
<b>Responded</b>	201	27	174	32	45

### 3.4.1 Strengths

Strengths are characteristics about the neighbourhood which community members identify as its assets.

Respondents consistently identified strong community identity and a shared recognition that displacement is a real concern, signaling that many neighbourhoods have the social cohesion required to mobilize and steward change. In Jane Finch and Little Jamaica, respondents more frequently highlighted a focus on Black community members and cultural assets as core strengths.

These strengths should be interpreted

as “readiness”: communities are not advising to receive support to be built from scratch - they are advising institutions to treat their leadership as a core input to planning and investment decisions.

### 3.4.2 Weaknesses

Weaknesses are characteristics about the neighbourhood which community members identify as internal challenges that limit their ability.

The most consistent weakness across geographies was resource scarcity for community organizations. Respondents also frequently cited

*All* *Black*  
  **Bold** *Top 2*

Table 12: Neighbourhood Weaknesses

	<i>Ontario</i>	<i>Non-Toronto Ontario</i>	<i>Toronto</i>	<i>Jane Finch</i>	<i>Little Jamaica</i>
Resource scarcity for community organizations	<b>43%</b>	<b>56%</b>	<b>41%</b>	<b>47%</b>	<b>46%</b>
No meaningful engagement with the development community	<b>41%</b>	37%	<b>42%</b>	22%	<b>43%</b>
Lack of funding opportunities to support ideas	37%	<b>44%</b>	36%	38%	35%
Lack of awareness of funding opportunities, and capacity to pursue them	35%	<b>37%</b>	35%	34%	35%
Lack of explicit support for the Black community	33%	<b>44%</b>	32%	28%	35%
Lack of communication between interest groups and differing opinions and goals	31%	19%	33%	38%	30%
<b>Responded</b>	204	27	177	32	45

no meaningful engagement with the development community and limited access to - or awareness of - funding opportunities. Together this indicates a structural power imbalance: communities are expected to participate without the resources or leverage to shape outcomes.

This identifies funding for neighbourhood coalitions and standardized accountability as prerequisites for equitable redevelopment, not “nice-to-have” engagement enhancements.

### 3.4.3 Opportunities

Opportunities are external conditions which community members identify as openings that can be leveraged to strengthen outcomes.

Across geographies, respondents

*All Black*  
  **Bold** *Top 2*

Table 13: Neighbourhood Opportunities

	<i>Ontario</i>	<i>Non-Toronto Ontario</i>	<i>Toronto</i>	<i>Jane Finch</i>	<i>Little Jamaica</i>
Plans or ongoing increases of the total volume of housing in the neighbourhood	<b>53%</b>	55%	<b>54%</b>	<b>47%</b>	<b>59%</b>
Transit development/LRT will improve accessibility	<b>54%</b>	<b>68%</b>	<b>53%</b>	<b>47%</b>	<b>64%</b>
Lots of opportunity for new real estate (housing, commercial, and community space) development	47%	45%	47%	38%	45%
New provincial/federal initiatives targeted to improve affordability and building preservation.	32%	<b>55%</b>	33%	<b>53%</b>	25%
<b>Responded</b>	197	22	175	32	44

identified transit expansion and increases in housing supply as the dominant opportunities, reflecting a willingness to embrace growth if it delivers stability and shared benefits. Jane Finch and non-Toronto Ontario also identified provincial/federal preservation incentives as a key opportunity.

These opportunities should be interpreted with caution. The benefits of transit and new supply will not reach renters without binding affordability targets, acquisition/preservation tools, and governance mechanisms that action community priorities.

### 3.4.4 Threats

Threats are external pressures which community members identify may undermine well-being.

Rising rents and weak tenant protections were widely identified as the most urgent threat, underscoring that displacement risk is immediate and structurally driven. Respondents also emphasized commercial displacement, insufficient funding for community-led planning, and limited community control over how investments are deployed.

In Jane Finch, concerns about over-policing after new development and cultural erasure were more

*All Black*  
  **Top 2**

pronounced - linking redevelopment to lived experiences of surveillance and reduced safety.

Overall, the threats point to what happens when growth is not governed to align with community wellbeing: affordability erodes, community-serving spaces disappear, and institutions respond to visible poverty with enforcement rather than investing in the material conditions - housing, income stability, community space - that prevent displacement in the first place.

Table 14: Neighbourhood Threats

	<i>Ontario</i>	<i>Non-Toronto Ontario</i>	<i>Toronto</i>	<i>Jane Finch</i>	<i>Little Jamaica</i>
Rising rents and/or lack of tenant protections resulting in the displacement of residents	<b>59%</b>	<b>75%</b>	<b>56%</b>	<b>28%</b>	<b>61%</b>
Rising rents and/or lack of commercial protections resulting in the displacement of affordable and/or community-centred commercial or community spaces	<b>44%</b>	36%	46%	47%	<b>39%</b>
Lack of appropriate funding to implement community-led planning solutions	37%	<b>42%</b>	<b>36%</b>	19%	<b>39%</b>
Political representatives limit community control in how investment is deployed to achieve community objectives	30%	<b>44%</b>	28%	<b>31%</b>	<b>35%</b>
Lack of policy to ensure developers provide community benefits such as housing, employment, or other resources for equity-denied groups	27%	25%	27%	41%	<b>31%</b>
Over policing once newer developments are completed	25%	19%	26%	<b>41%</b>	18%
Cultural erasure of racialized communities	24%	11%	26%	<b>28%</b>	31%
Funding for arts and cultural hubs is being cut creating a deterrent for artists. Artists are moving away	18%	11%	20%	19%	10%
<b>Responded</b>	220	36	187	32	49



November 2024 - City of Toronto staff speaking about Downsview Community Development Plan at Community in Public Roadmap Annual Party

October 2024 - Mt Dennis Community Leader (Learning Enrichment Foundation) Speaking to Industry Leaders at Community in Public Roadmap Pathways to Progress Cocktail



October 2024 - Leaders at the Community in Public Roadmap Path to Progress Dinner, hosted at Insomnia Bar



February 2025 - Cheryl invited to keynote City of Toronto City Planning, Development Review, and Engineering and Construction Services Black History Month event

# 4.0

## Context Analysis

*To interpret the survey findings and identify actions capable of producing equitable conditions, it is necessary to situate the data within the broader structure of the Land Use Planning Economy.*

Displacement is not occurring in isolation. It is shaped by how power, capital, and decision-making authority are organized across public, private, and non-profit institutions. Understanding this structure clarifies why displacement persists despite community mobilization and policy commitments - and what must shift to uphold housing as a human right.



July 2023 - Community in Publiccommunity walk in the Danforth

## 4.1 Power Distribution in the Land Use Planning Economy

*The Land Use Planning Economy refers to the system of actors, financial flows, governance mechanisms, and regulatory tools that determine how land is used, who benefits from redevelopment, and who absorbs its costs.*

### 4.1.1 Distribution of Authority

Authority within this system is unevenly distributed.

Government holds formal power through legislation, land-use regulation, public land ownership, approvals processes, and infrastructure investment. Financial institutions, property owners, and private developers hold concentrated economic power through access to capital, asset ownership, and control over development sequencing.

Community organizations, tenant unions, land trusts, and grassroots leaders hold deep local knowledge and strong alignment with affordability and anti-displacement goals - but comparatively limited access to capital, land, and decision-making authority.

Our 2024 Resident Summit's alignment-versus-power mapping exercise illustrated this imbalance: non-profits ranked highest in alignment but lower in power, while banks and property owners ranked high in power but low in alignment. Our 2025 Summit reinforced this finding, emphasizing that financialization and ownership concentration are reshaping neighbourhoods through what participants described as the "corporatization of land."

This distribution of authority produces a structural pattern:

- Those most affected by displacement have limited leverage over land and financing.
- Those with the greatest leverage are not subject to government policy requiring the prioritization of long-term affordability or community stability.

Without mechanisms rebalancing authority - policy, aligned capital, and co-governance - redevelopment will continue to privilege asset appreciation over the wellbeing of tenants.

## 4.2 The Four Systemic Economic Barriers

Within the current configuration of the Land Use Planning Economy, four interrelated systemic economic barriers prevent Canada from mobilizing the social and financial capital required to fulfill the progressive realization of the right to adequate housing. These barriers are not isolated inefficiencies. They reinforce one another, shaping a housing market that concentrates wealth, limits solidarity, and constrains the ability of institutions to operate at the scale required to meet community needs.

The forces guiding this reality are summarized as four Systemic Economic Barriers: the Scale of Deficits, Ecosystem Deficiencies, Conflict of Interest Within the Labourforce, and Economic Rigidity. These Barriers are detailed in Community in Public's 2024 Impact and Next Steps report.

Systemic Economic Barriers:

1. *Scale of Deficits*: The combined gaps between reality and conditions are vast, requiring sustained resources and coordinated action across multiple institutions.

2. *Ecosystem Deficiencies*: deficient scale and influence of organizations aligned with housing, economic, or social rights.
3. *Conflict of Interest Within the Labourforce*: Even though most workers want to advance equitable outcomes, organizational leaders often set priorities and scopes that prevent workers from doing that.
4. *Economic Rigidity*: The entrenched mix of power and tools keeps current planning and development practices in place, making equity-centred progress difficult to adopt and sustain.

### 4.2.1 Scale of Deficits

Canada's housing deficits are structural and multi-layered. They include deficits in total supply, non-market supply, deeply affordable supply, and permanent affordability.

The Federal Housing Advocate identifies the need for three million permanently affordable homes for low- and very low-income households, and an additional 1.4 million for moderate-income households.<sup>10</sup> Overall, there is consensus on the need to double

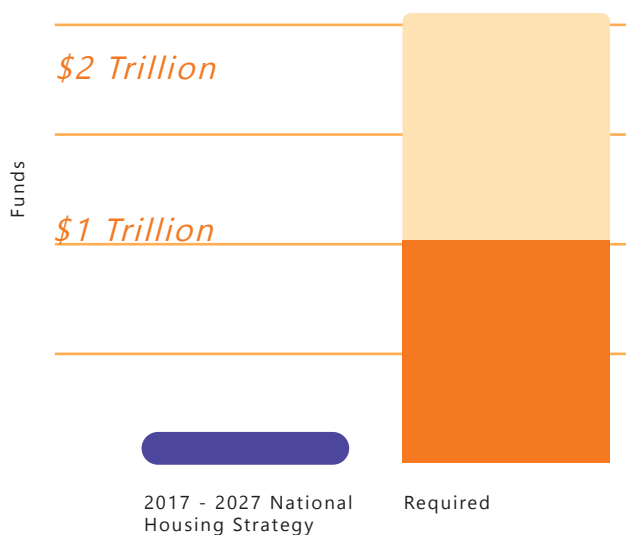
<sup>10</sup> Canadian Human Rights Commission - New report reveals that Canada is missing 4.4M affordable homes for people in housing need

the country's share of non-market housing to approach OECD parity.<sup>11</sup>

Building the total required supply across Canada is estimated to require approximately \$1<sup>2</sup> – \$2<sup>3</sup> trillion in investment. For context, Canada's housing stock was valued at \$3.3 trillion in 2021<sup>12</sup> – and the 2017 – 2027 National Housing Strategy allocated \$115 billion to addressing the housing crisis.<sup>4</sup>

According to CMHC, 1% of all renters were evicted, forced to move, in 2022.<sup>13</sup> This 1% represents approximately 98K individuals.

Chart 1. Investment to Address Housing Crisis



### Black household displacement

Recent research on eviction filings in Toronto's primary rental market demonstrates that displacement pressures are not evenly distributed. Between 2016 and 2019, financialized landlords filed eviction applications at dramatically higher rates in Black-majority neighbourhoods than elsewhere in the city. In higher-income Black-majority dissemination areas, the average eviction filing rate reached 33% - meaning 33 filings per 100 rental units - more than five times the citywide average of 5.6% for financialized landlords during the same period. Even after controlling for income, eviction rates remained disproportionately high in Black-majority areas.

### Commercial Displacement

Residential and commercial displacement are closely interconnected. As neighbourhoods redevelop and property values rise, both housing and commercial rents increase, simultaneously pushing out residents and the small businesses and community organizations that sustain daily life.

Commercial displacement illustrates that the scale of deficits extends

<sup>11</sup> Canadian Housing Renewal Association - The Impact of Community Housing on Productivity

<sup>12</sup> Statistics Canada - The Daily — Housing economic account, 1961 to 2021

<sup>2</sup> CMHC - Achieving Housing Affordability by the Next Decade

<sup>3</sup> RBC - Housing Trifecta: How governments can tap private capital to improve supply, sustainability and affordability

<sup>4</sup> National Housing Strategy - Housing, Infrastructure and Communities Canada - Canada's National Housing Strategy

<sup>13</sup> CMHC - Towards Understanding the Magnitude of Evictions

beyond housing supply to include the social and economic infrastructure that allows communities to remain stable. Research from Essential Spaces Real (Estate) Solutions for Community Needs highlights the vulnerability of non-profit and community-serving organizations operating in rising real estate markets.

Because most organizations rent and often operate from a single location, rising commercial rents and redevelopment pressures leave them highly vulnerable. When a lease is lost, the service frequently disappears from the neighbourhood altogether. Rent increases are already pushing nearly one-third of agencies into financially unsustainable occupancy costs.

Key findings on non-profits include:

- 70% rent their premises
  - 78% in neighbourhoods with the highest social needs
- 66% operate from a single location.
  - between 2011 and 2021, their commercial space costs increased by an average of 26%, reaching as high as 57% in Toronto

#### 4.2.2 Ecosystem Deficiencies

Even where financial resources exist, the segments of the Land Use Planning Economy oriented towards social solidarity remain underdeveloped.

Issues of ecosystem deficiencies include the limited scale, influence, and financial resources of organizations aligned with the principles of a Social Solidarity Economy (SSE) - including non-profit housing providers, co-operatives, Community Land Trusts, community networks, and socially oriented businesses.

Organizations operating under SSE principles prioritize social purpose over profit, reinvest surplus into community benefit, and embed democratic or participatory governance structures.

These qualities are essential to operationalizing housing as a human right. However, these actors operate at a fraction of the scale of



October 2024 - United Way Greater Toronto report noting displacement of community spaces

private development. Deficiencies in solidarity-oriented infrastructure limit the mobilization trust, relationships, and collective agency required to unlock financial capital at scale.

Without expanding and stabilizing this ecosystem through sustained funding, and governance inclusion, Canada's Land Use Planning Economy remains structurally tilted toward extractive rather than community-supportive outcomes.

### Wealth Inequality

Recent research shows that economic inequality in Canada remains significant. Inequality, and in particular, the lack of household wealth distributed to those below the Top 20% in family incomes results in difficulties for the vast majority of the population to secure housing.

Statistics Canada identified that in 2018, an average of an additional \$300/month would enable 3.3 million households to afford their home.

Wealth inequity results in those in the bottom 80% to have less housing security. Compared to current distributions, studies indicate that people find a equitable wealth distribution would mean the top 20% own 32% (average wealth for this group then being \$3.27 million), and the middle 40% owns 44% (average wealth being \$2.25 million), and the bottom 40% owns 24% (average wealth being \$1.26 million).<sup>14</sup>

Chart 3. Wealth distribution

- Top 20%
- Middle 40%
- Bottom 40%

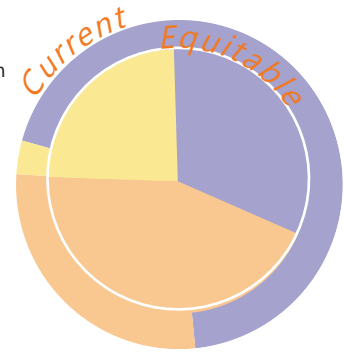
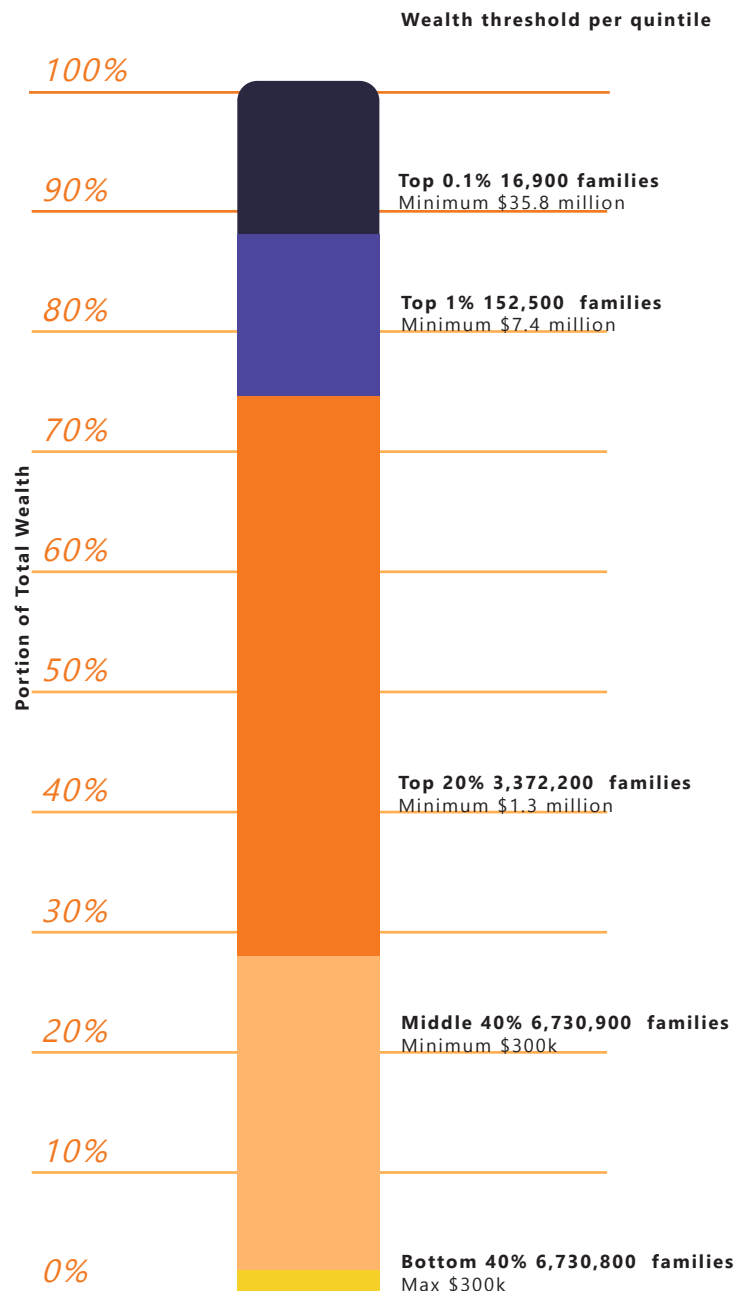


Chart 2 Family Wealth Distribution by Decile <sup>15</sup>



<sup>14</sup>Michael I Norton and Dan Ariely – Building a Better America – One Wealth Quintile at a Time

<sup>15</sup>Parliamentary Budget Officer - Estimating the top tail of the family wealth distribution in Canada – 2025 update

Chart 3 Spider diagrams showing results from 2021 and 2023 Canadian Institute of Planner Surveys, on income, equity, diversity, and inclusion<sup>16 and 17</sup>

### 4.2.3 Conflict of Interest Within the Labour Force

The third barrier concerns the internal functioning of the Land Use Planning Economy’s workforce.

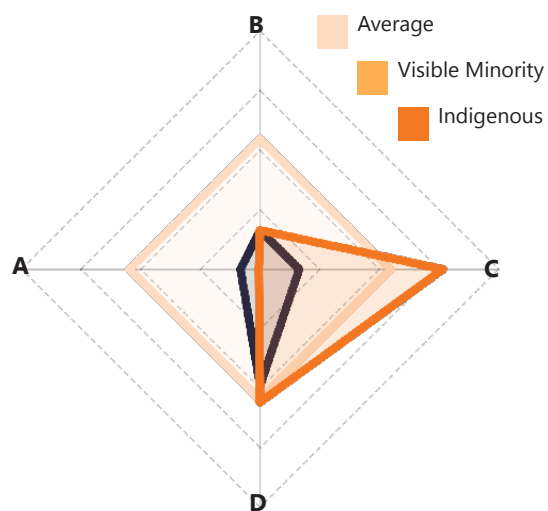
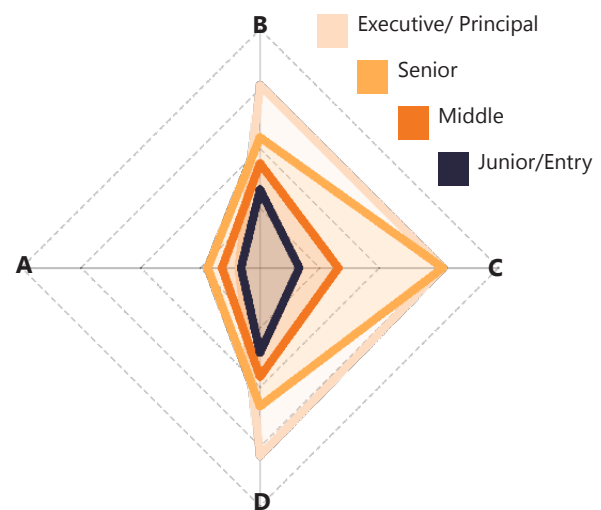
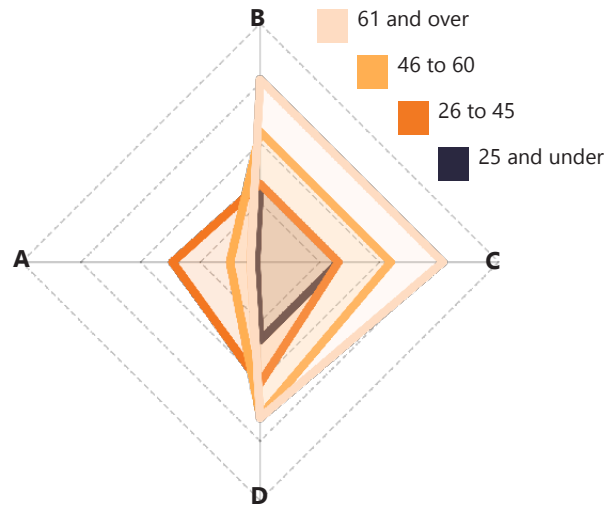
Research from the Canadian Institute of Planners shows most planners do not believe their sector is investing adequately into equitable outcomes. For example, those in high authority roles are more likely to find current levels of investment into equity-focused outcomes adequate; whereas the average person in all other roles are less likely to agree. High authority roles represent less than 10% of the labour force.

This matters because Urban and Land Use Planners shape policy recommendations, land use decisions, and regulatory tools that directly influence housing outcomes.

#### Consequences

- Diminished collaboration and knowledge sharing
- Weakened collective action to mobilize capital and policy reform
- Loss of social capital between institutions and communities

Addressing this barrier requires workforce diversification and institutional redesign that supports psychological safety for workers seeking more equitable outcomes, shared governance, and clear alignment between planning work and human rights outcomes.



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

<sup>16</sup> Canadian Institute of Planners - Equity, Diversity and Inclusion Insight Survey

<sup>17</sup> Canadian Institute of Planners -2023 National Employment Survey

#### 4.2.4 Economic Rigidity

The final barrier is Economic Rigidity - the difficulty of the Land Use Planning Economy to change how it operates, even when existing approaches produce inequities.

Historic patterns of land ownership, financing structures, and regulatory practice orient the housing market toward wealth growth for property owners without protections for renters.

A critical dimension of this rigidity is the treatment of community-led planning as informal, voluntary, or peripheral work. Rather, community-led planning is essential care-based work that involves relationship-building, trust cultivation, conflict mediation, cultural stewardship, intergenerational knowledge transfer, and sustained engagement to protect neighbourhood stability. Like other forms of care-based labour - such as community health work - it is frequently unpaid or underpaid.

When community members steward land use plans, organize tenants, incubate Community Land Trusts, or negotiate community benefits, they are performing labour that strengthens social capital and reduces public costs associated with displacement. Because this labour is rarely financed at scale, the community-led planning lose personal opportunities for higher paid work.

Even where more equitable planning frameworks, such as Community/Social Development Plans, Community Benefit Frameworks, and Community Land Trusts are being implemented two structural constraints often remain:

- Resident and non-profits' limited formal role in land use decision-making;
- Insufficient, sustained investment in the labour required to advance community-identified solutions.

Economic rigidity therefore operates through both capital markets and institutional norms. Systems continue to reward investment and delivery models under-resourcing the care-based infrastructure necessary to ensure redevelopment does not produce displacement.

Without deliberate structural reform - including enforceable equity targets, expanded non-market supply mandates, co-governance, and scaled, stable funding for community-led planning labour - the Land Use Planning Economy will continue to exacerbate displacement.



2023/4 Little Jamaica residents and members Eglinton Vaughan Land Trust meet at former RESET community office (before RESET was displaced)

## 4.3 Impact of Displacement

*The power imbalances and systemic barriers have negative financial and cultural impacts for renters.*

Financial due to reduced wealth, and cultural due to lost access to commercial and non-profit spaces.

Studies demonstrate that eviction filings are often concentrated in multi-family properties owned by financialized landlords - entities that acquire rental housing at scale and prioritize maximizing asset value and investor returns.<sup>18</sup>

Displacement operates as both a housing issue and a redistribution of wealth and opportunity. At its core, displacement transfers value from those with the least economic security to those with the greatest access to capital. Rising rents and eviction filings extract income from renter households, while property owners capture appreciation and rental revenue streams that can be securitized, reinvested, or leveraged for additional acquisition.

When public investments - such as transit expansion, infrastructure upgrades, or neighbourhood revitalization - increase land values, property owners accrue equity gains. Renters, by contrast, experience

rising housing costs without asset accumulation. If they are forced to move, they lose not only their homes, but their proximity to jobs, schools, transit, faith institutions, cultural spaces, and social networks that sustain well-being.

Notably, while residential displacement directly pushes out residents, commercial displacement has an indirect impact of pushing out residents. When local commercial or non-profit spaces disappear - whether a trusted grocer, childcare provider, culturally rooted restaurant, or community service hub - people often experience the loss as a signal that the neighbourhood is no longer "for them,".

Developers of new buildings routinely curate commercial tenants to attract specific residential markets (e.g., higher-end retail and amenities that signal a shift in the neighbourhood's identity and cost structure). The same logic is applicable to prevent displacement: if neighbourhoods want to attract or retain lower-income households and long-standing communities - such as Black households in areas historically with higher Black populations - deliberately securing and stabilizing affordable, culturally relevant, and community-serving commercial and non-profit tenants is key.

<sup>18</sup> Nemoy Lewis, and Others - Financialized Violence in Toronto's Rental Market: Eviction Rates in Majority Black Renter Communities

## 4.4 Solutions

*A range of solutions are already being applied across Canada to reduce displacement and strengthen housing stability.*

These examples demonstrate that the necessary building blocks exist; what is required is greater scale, coordination, and consistency.

### 4.4.1 Housing Examples

Current approaches include government funding programs, low-cost lending, and public land strategies that expand non-market housing supply and support acquisition by non-profit providers. Emerging renter protection measures are strengthening tenant rights by clarifying obligations, improving enforcement, and reducing the ease with which displacement can occur. Philanthropic institutions are increasingly investing in acquisition funds and community-rooted land use planning, helping to de-risk early-stage efforts that can later attract public investment.

Additional mechanisms are linking redevelopment to broader community benefit. Community benefits frameworks, social procurement policies, and workforce development investments require new development to generate local jobs, apprenticeships, and supplier opportunities for historically excluded groups. Affordable housing acquisition and preservation programs are working to slow the loss of existing affordable homes. At the neighbourhood level, tenant associations and local coalitions are advancing social solidarity stewardship - organizing residents, shaping policy proposals, and protecting affordability through sustained community leadership.

Care-based tools and initiatives therefore already exist. The challenge is not invention, but alignment and reinforcement across sectors.

Six leading examples in Toronto illustrate how coordinated action across community, philanthropy, and government can produce meaningful results. Five of the Six are Black-led.

*Parkdale:* community organizing catalyzed a national movement for Community Land Trusts and contributed to the establishment of Toronto's MURA program (affordable housing acquisition fund for non-profits).

*Jane Finch:* sustained organizing built support for municipal approaches to address tenant displacement driven by rising land values and profit-maximizing redevelopment.

*Mount Dennis:* community centre leadership guides the securing of commitments from the City of Toronto to establish agreements for a collaborative table to oversee the development and implementation of an anti-displacement strategy and a fund to support tenants at risk of or experiencing displacement.

*Little Jamaica:* grassroots, resident-led, community groups collaborate with one another to deliver intersecting programs including tenant organizing, cultural programming, anti-displacement policy advisement, and affordable housing acquisitions through the Eglinton Vaughan Community Land Trust.

*Weston:* tenant-led tenant organizing group has protected several residents from being displaced from their home, have partnered with other grassroots groups to host cultural events including community skate nights, and have brought, to national attention, policy barriers to protecting tenants.

*Regent Park:* community-led programs include tenant organizing, supporting the municipality to maintain its affordability targets for housing redevelopment, as well as the hosting of various food and culture programs.

In each neighbourhood, progress was rooted in strong grassroots stewardship and effective non-profit leadership. Early philanthropic investment helped unlock subsequent governmental funding and policy change. Together, these examples demonstrate that when community knowledge, flexible capital, and public authority are aligned, displacement can be mitigated and redevelopment can move closer to fulfilling the human right to adequate housing.

#### 4.4.2 Commercial Examples

Business Improvement Areas (BIAs) demonstrate that governments already recognize the value of place-based governance structures with stable funding. Since their creation in Toronto in 1970, BIAs have become widely adopted across Canada, illustrating how coordinated local investment and governance can shape neighbourhood development and governmental practices at scale. BIAs allow municipalities to designate geographically defined commercial districts where businesses collectively fund and manage improvements through a mandatory levy collected alongside property taxes.

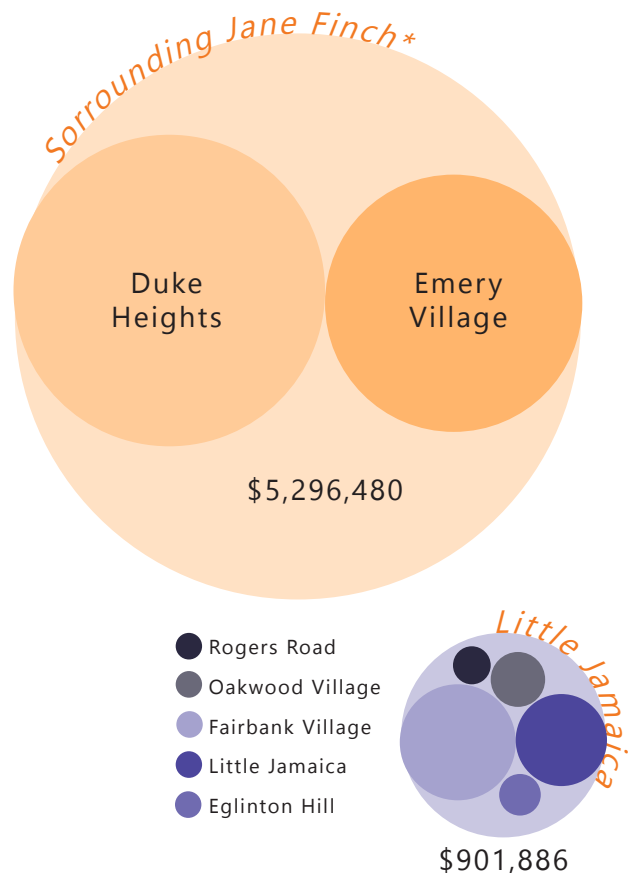
The levy is calculated as a percentage of commercial and industrial property assessments within the BIA boundary and transferred to a BIA local board of management to support activities such as streetscape improvements, events, marketing, and safety initiatives. In Toronto, the BIA's board is an agency of the City, and governed by Chapter 19 of the City of Toronto Act.

While BIAs provide a useful precedent for place-based governance, their experience also highlights structural challenges that can inform the design of solutions to displacement. In many BIAs, commercial property owners and larger businesses can exert greater influence than small business tenants, creating tensions when decisions prioritize property values, branding, or redevelopment strategies that may not align with the needs of tenant-operated businesses. This imbalance can result in affordability pressures, lease instability, or displacement risks being under-addressed or avoided altogether.

Learning from these challenges is essential. While BIAs demonstrate that governments can successfully support place-based organizing with defined boundaries, governance roles, and predictable operating resources, the model also reveals an important gap: there is no equivalent government-supported structure for residents, tenants, community organizations, and cultural institutions to collectively

plan and operate strategies to address displacement. Addressing displacement therefore requires adapting the strengths of the BIA model - stable funding, formal recognition, and geographic coordination - while ensuring stronger accountability and meaningful decision-making power for tenants and community-serving organizations.

Chart 3 2026 Operating Budget Levys of Area Business Improvement Areas<sup>19</sup>



*While covering less than 10% of Little Jamaica, the BIAs 2026 Operating Budget Levy is nearly \$1 million*

\* There is no BIA in Jane Finch

<sup>19</sup> City of Toronto Item - 2026.CC36.5 Business Improvement Areas - 2026 Operating Budgets - Report 1 & City of Toronto Item - 2026.EC27.8 Business Improvement Areas (BIAs) - 2026 Operating Budgets - Report 2

### 4.4.3 Emerging Movement

Momentum is building to formally fund community-led planning as core neighbourhood infrastructure.

In December 2025, Toronto's Executive Committee considered a proposal (Item EX28.19) to allocate dedicated funding in the 2026 Budget for the citywide implementation of Social Development Plans (SDPs) and Community Development Plans (CDPs). Advanced by the Confronting Anti-Black Racism Advisory Committee and supported by councillors, organizations, and resident associations, the proposal called for sustained annual funding of \$250,000–\$500,000 per neighbourhood. The item was referred to staff for further review rather than approved.

This alignment continued at the April 9, 2026 Economic and Social Development Committee meeting (Item EC27.12), where multiple organizations and community leaders submitted letters and deputations in support of advancing funding and implementation and councillors spoke of the need to consider the proposal along side the City's Toronto Neighbourhood Assessment Framework.

Councillors expressed general support for community-led planning while also expressing uncertainty around implementation pathways, funding structures, and how the approach integrates with existing programs.



November 2025 - April 2026, Members of the Confronting Anti-Black Racism Advisory Committee, and City Councillors speaking on item

## 4.5 Theory of Change

Theory of Change produced based on the findings of this research project:

Displacement of Black communities reflects a structural imbalance between rising real estate values and the resources available to secure housing, land, and local institutions for equitable community benefit. Addressing this requires system-wide reforms that expand community-led planning and increase capital for non-profit and community ownership, alongside targeted investments to address anti-Black racism in housing and land use.

Table 15: Theory of Change

<i>Problem</i>	<i>Resources</i>	<i>Activities</i>	<i>Outcomes</i>	<i>Impact</i>
<p>Redevelopment, rising land values, and financialized real estate markets are displacing residents, small businesses, and community-serving institutions. Public investments such as transit expansion often increase property values without mechanisms to protect existing communities, transferring wealth and opportunity away from lower-income residents toward those with greater access to capital.</p> <p>Structural Barriers</p> <ul style="list-style-type: none"> <li>• <i>Scale of Deficits:</i> Insufficient supply of housing affordable to lower income households and limited capital for non-profit and/or community ownership</li> <li>• <i>Ecosystem Deficiencies:</i> Fragmented planning, housing, and economic development systems with limited participation of local community leaders</li> <li>• <i>Conflict of Interest:</i> Planning and development processes often dominated by actors whose incentives align with rising land values</li> <li>• <i>Economic Rigidity:</i> Policies and investment systems prioritize asset growth over housing stability and community wellbeing</li> </ul>	<p>Funding</p> <ul style="list-style-type: none"> <li>• Public, philanthropic, and mission-aligned investment to support community-led planning, affordable housing development, and property acquisition for community ownership</li> </ul> <p>Partnerships</p> <ul style="list-style-type: none"> <li>• Collaboration among residents, community organizations, governments, developers, and investors to align planning and investment</li> </ul> <p>Community Leadership</p> <ul style="list-style-type: none"> <li>• Leadership from residents, tenant associations, and community organizations to guide neighbourhood priorities, planning decisions, and implementation</li> </ul> <p>Policy Tools</p> <ul style="list-style-type: none"> <li>• Planning and housing policies that secure long-term affordability, support community ownership, and ensure redevelopment delivers equitable benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Community-led planning that defines desired public, private, and non-profit investments through neighbourhood level collaborative governance</li> <li>• Government-led planning that coordinates and aligns housing, jobs, and cultural infrastructure policy and decisions to address displacement</li> <li>• Expand public and community ownership of land and housing</li> <li>• Develop standardized anti-displacement metrics and reporting</li> <li>• Implement policies and programs supporting affordability, tenant protections, and community ownership</li> </ul>	<ul style="list-style-type: none"> <li>• Housing stability improves and eviction pressures decrease</li> <li>• Residents gain stronger roles in neighbourhood planning and governance</li> <li>• Community and Black ownership of housing and land increases</li> <li>• Small businesses and community-serving organizations become more stable</li> <li>• Public and private investments better align with community priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced residential and commercial displacement</li> <li>• Expanded permanently affordable housing and community-owned assets</li> <li>• Stronger local economies and cultural institutions</li> <li>• Progress toward housing justice and the human right to adequate housing</li> <li>• Greater community wealth and long-term neighbourhood stability</li> </ul>

# 5.0

## Recommendations

*Nine recommendations have been developed to prevent the displacement of Black communities as transit expansion and redevelopment accelerate across Ontario.*

These recommendations are grounded in survey findings, context analysis, and consultations with organizations and individuals involved in the TAP process.

Responding directly to the Systemic Economic Barriers driving displacement, the recommendations are designed for implementation across Ontario municipalities and are replicable across provinces in Canada. Given the scale and urgency of the housing crisis, phased implementation within three years is recommended.

Central is Recommendation 4: By Q3 2027, Government Begins Role Out of Community-led Planning Fund to Fund Neighbourhood Planning Coalitions to Address Displacement. Community-led planning is an economic catalyst that generates new wealth and agreeableness from government to make the required investments into housing.

Recommendations 1 – 3 guide the development of Neighbourhood Planning Coalitions and municipal alignment with the Coalitions.

Recommendations 5 – 9 outline the requirement for funds and policy to accelerate the acquisition and development of affordable housing and tenant protections.

The infrastructure resulting from the implementation of these recommendations are designed to provide clear support while also adapting to that community-led planning must be flexible to meet the local contexts of each neighbourhood. Building Neighbourhood Planning Coalitions as shared governance between multiple leaders and organizations is an essential component to bringing the community together so all are unified in directing resources to improving outcomes.

Using Toronto as a case study, implementing Recommendation 4, for neighbourhoods to receive up to \$500,000/year for community-led planning would cost Toronto just \$12.07 - \$24.14 per resident. For comparison, Toronto police services costs \$520.70 per resident – including a \$50.6 per resident budget increase compared to the 2025 budget. In

Development, City Planning, and Housing Policy & Strategy combined is \$95.41 per resident – a \$2.08 increase from the 2025 budget.

If governments and funders implement the recommendations of this report - then patterns of increasing displacement will reverse and communities will thrive. Failing to advance their implementation will enable further erosion of stability for all renter households and overall social decline, including government directing and supporting increased funding into policing and related enforcement mechanisms to manage the results.<sup>1</sup>

Table 16. 2025 City of Toronto Operating and Capital Spend Cost Per Toronto Resident

<i>Per year Per Person</i>	<i>2025 Budget<sup>20</sup></i>	<i>Required to achieve targets</i>	<i>Gap</i>
Police	\$ 485.67	\$ 485.67	\$ 0.00
Community Development Offices	\$ 108.29	\$ 120.36 - at \$250 mill/neighbourhood	\$ 12.07
Economic Development and Culture		\$ 132.42 - at \$500 mill/neighbourhood	\$ 24.14
Social Development Finance and Admin			
City Planning			

## Recommendations

1. By Q3 2026, Community in Public Establishes the Community-led Planning Scaling Collective
2. By Q1 2028, Community-led Planning Scaling Collective Publishes Framework for Scaling Funding of Neighbourhood Planning Coalitions
3. By Q1 2027, Community-led Planning Scaling Collective Publishes Standardized Anti-Displacement Impact Metrics, Tracking, and Public Reporting Guidance
4. By Q3 2027, Municipal Government Begins Role Out of Community-led Planning Fund to Fund Neighbourhood Planning Coalitions to Address Displacement
5. By Q3 2027, Municipal Government-led Planning Institutionalizes Equitable Land Use Planning to Address Displacement
6. By 2028 Q1, Include in the 2028 Refresh of the National Housing Strategy, The Allocation of \$500 billion to Affordable Housing Development and Acquisitions
7. By 2028 Q1, Government Earmarks Funding to Advance Black Homeownership and Community Ownership
8. By 2028, Q1 Government Increase Support to Community Organizations to Acquire or Partner to Develop on Publicly Owned Land Government and Build Workforce
9. By 2028 Q1, Government Scales Community and Tenant-First Acquisition Programs

<sup>1</sup> The highly redacted 2022 RCMP report, Whole-of-Government Five-Year Trends for Canada, notes the risks of growing resentment and social upheaval due to the under 35-year-old population not being able to buy housing.

<sup>20</sup> City of Toronto - 2025 City of Toronto Budget Summary

## 5.1 Chart

Table 17: Recommendations Chart

### **Recommendation 1.** *By Q3 2026, Community in Public Establishes the Community-led Planning Scaling Collective*

Form a cross-neighbourhood Community-led Planning Scaling Collective composed of representative leaders from community associations, tenant associations, community land trusts, community centres, and philanthropy to coordinate across Ontario to secure sustained government investment in community-led planning and housing funds in line with Recommendations 2-9.

### **Recommendation 2.** *By Q1 2028, Community-led Planning Scaling Collective Publishes Framework for Scaling Funding of Neighbourhood Planning Coalitions*

Engage key organizers<sup>20</sup> to co-design finalized Neighbourhood Planning Coalition governance structure guidance, funding structures, and how to scale these structures and funding to be available in all neighbourhoods.

<i>Systemic Economic Barriers Addressed</i>	<i>Core Actions</i>	<i>Key Performance Indicators</i>
<ol style="list-style-type: none"> <li><b>Scale of Deficits:</b> Creates a coordinated provincial voice rather than leaving neighbourhoods to negotiate in isolation. Includes municipalities outside Toronto, as progress in Toronto alone cannot resolve systemic issues in either Toronto or Ontario.</li> <li><b>Ecosystem Deficiencies:</b> Building broad base of leaderful collaborations in alignment to implement solutions to displacement.</li> <li><b>Conflict of Interest Within the Labourforce:</b> Shifts agenda-setting power toward community-leadership, ensuring that planning priorities reflect a basis of taxpayer and renter interests over current market incentives.</li> <li><b>Economic Rigidity:</b> Introduces an organized, cross-community forum that challenges fragmented profit constrained planning norms and creates coordinated accountability for government to implement structural funding and policy reform.</li> </ol>	<ul style="list-style-type: none"> <li><b>Community in Public:</b> Invite, form and formalize the Community-led Planning Scaling Collective, building consensus with members to establish a clear Terms of Reference and decision-making process.</li> <li><b>Community-led Planning Scaling Collective:</b> Coordinate with philanthropy, the finance sector, government, and neighbourhoods across Ontario to secure scaled financial and policy support aligned with Recommendations 2-9</li> <li><b>Government:</b> Recognize the Collective as a structured advisory and implementation partner for scaling community-led planning for anti-displacement strategies.</li> </ul>	<ul style="list-style-type: none"> <li>(yes/no) nomination of co-chairs of the Collective</li> <li>(yes/no) collective established with published Terms of Reference and member representation across at least 3 municipalities.</li> <li>(yes/no) all Collective members agree with the statement that “housing is a human right” and “the economy, policy, and real estate decisions must be oriented to ensure that all people have can maintain their access to housing and cultural amenities”</li> <li>\$ in new or reallocated funding secured aligned with Recommendations 2-9.</li> <li># of neighbourhoods actively participating in campaigns endorsed or led by the Collective</li> </ul>
<ol style="list-style-type: none"> <li><b>Scale of Deficits:</b> Addressing barriers impacting Black communities or Toronto cannot be solved without scale grounded, tested, and co-developed province wide with those already doing the work.</li> <li><b>Ecosystem Deficiencies:</b> Repeatable operating infrastructure enables focus on impact.</li> <li><b>Conflict of Interest Within the Labourforce:</b> building with leaders of communities already experienced and skilled in community-led planning helps to prevent the movement from being co-opted by those who would leverage the model for personal profits or exposure without advancing its ethical priority of shifting planning to collaborate with local collectives.</li> <li><b>Economic Rigidity:</b> Same as above</li> </ol>	<ul style="list-style-type: none"> <li><b>Community in Public:</b> Draft the initial research scope, consultant proposal evaluation criteria , and retain consultant to lead the process preparing and delivering the research program.<sup>22</sup></li> <li><b>Community-led Planning Scaling Collective:</b> Review and advise on research program, including scope, consultant proposal evaluation criteria<sup>21</sup>, consultant selection, interim and final reports.<sup>23</sup></li> <li><b>Consultant:</b> Conduct research in alignment with scope.</li> <li><b>Government, Philanthropy:</b> Provide funding for the conduct of this research. Receive and provide comment on the interim and final reports.</li> </ul>	<ul style="list-style-type: none"> <li># of neighbourhoods actively engaged in co-design process</li> <li># of participating individuals, desegregated by identification<sup>21</sup></li> <li>% of those engaged who identify as Black</li> <li>(yes/no) draft framework completed by Q1 2027</li> <li>(yes/no) final framework completed by Q1 2028</li> <li># of government or philanthropic organizations formally expressing intent to support the implementation of the framework and scaling plan</li> </ul>

<sup>21</sup> leaders and organizations in neighbourhoods with active community-led planning initiatives including local leaders, community associations, tenant associations, CLTs, and community centres; philanthropic, governmental, and development organizations

<sup>22</sup> See Appendix A.2: Guiding Considerations for Developing Consultant Proposal Evaluation Criteria

<sup>23</sup> See Appendix A.3 Guiding Considerations for Governance and Operational Structure of Neighbourhood Planning Coalitions

**Recommendation 3.**  
*By Q1 2027, Community-led Planning Scaling Collective Publishes Standardized Anti-Displacement Impact Metrics, Tracking, and Public Reporting Guidance*

Establish a consistent system and template for defining, tracking, and publishing neighbourhood outcomes for addressing displacement.<sup>24</sup>

**Recommendation 4.**  
*By Q3 2027, Municipal Government Begins Roll Out of Community-led Planning Fund to Fund Neighbourhood Planning Coalitions to Address Displacement*

Provide community-based neighbourhood coalitions including groups such as local leaders, community associations, tenant associations, community land trusts, and community centres with up to \$500,000 per neighbourhood, based on local need and context, per year in multi-year operating funding to plan and implement community-led strategies to address displacement.

In Toronto, this is \$12.07 - \$24.14 per resident.

<i>Systemic Economic Barriers Addressed</i>	<i>Core Actions</i>	<i>Key Performance Indicators</i>
<ol style="list-style-type: none"> <li>1. <i>Scale of Deficits</i> and <i>Ecosystem Deficiencies</i>: consistent way to track whether investments and planning decisions reduce displacement and improve streamlines replicability and capacity building at scale. Shared infrastructure (definitions, templates, data-sharing protocols, dashboards) to use without reinventing tools in each city or neighbourhood.</li> <li>3. <i>Conflict of Interest Within the Labourforce</i>: reduces reliance on discretionary interpretation by setting clear reporting expectations and performance signals, so values aligned workers and partners can prioritize equity outcomes without having to “argue for the work” each time.</li> <li>4. <i>Economic Rigidity</i>: shifts accountability from one-off promises to ongoing public measurement, making it harder for commitments to quietly erode through delays, turnover, or renegotiation.</li> </ol>	<ul style="list-style-type: none"> <li>• <i>Community in Public</i>: Draft the initial research scope, consultant proposal evaluation criteria, and retain consultant to lead the process preparing and delivering the research program,</li> <li>• <i>Community-led Planning Action Collective</i>: Review and advise on research program, including scope, consultant proposal evaluation criteria, consultant selection, interim and final reports. Review and advise on research program, including scope, consultant selection, interim and final reports.</li> <li>• <i>Government, Philanthropy</i>: Provide funding for the conduct of this research. Receive and provide comment</li> </ul>	<ul style="list-style-type: none"> <li>• (yes/no) draft metrics outline completed by Q1 2027</li> <li>• (yes/no) final metrics outline completed by Q3 2028</li> <li>• (yes/no) Metrics produced include assessment on values based qualitative and quantitative matters</li> <li>• # of neighbourhoods actively engaged in co-design process</li> <li>• # of participating individuals, desegregated by identification</li> <li>• % of those engaged who identify as Black</li> <li>• # of government or philanthropic organizations formally expressing intent to support the implementation of funding aligned with metrics</li> </ul>
<ol style="list-style-type: none"> <li>1. <i>Scale of Deficits</i>: all neighbourhoods having support to address displacement accelerates government, developers, banking, and philanthropy aligning with community needs.</li> <li>2. <i>Ecosystem Deficiencies</i>: builds the staffing and backbone infrastructure for durable community stewardship and participation in cross-sector coalitions.</li> <li>3. <i>Conflict of Interest Within Labourforce</i>: increases the share of work within economic and land use planning and development that is defined/funded by non-profit community clients; enabling the work to better align with the worker interests rather than owner profits.</li> <li>4. <i>Economic Rigidity</i>: strengthens community capacity to have ongoing oversight of processes so that commitments to address housing issues are followed up on.</li> </ol>	<ul style="list-style-type: none"> <li>• <i>Government</i>: Create a dedicated Community-led Planning Fund that provides up to \$500,000 per neighbourhood, based on local needs and contexts, as multi-year operating grants (approximately \$12.07 - \$24.14 per resident)</li> <li>• <i>Government</i>: Engage with existing local coalitions to propose simple eligibility criteria for Neighbourhood Planning Coalitions to apply for funding via the Community-led Planning Fund. Core criteria to include the coalition parties including a grassroots resident association and an established community centre.</li> <li>• <i>Neighbourhood Planning Coalitions</i>: Deliver programming funded by Community-led Planning Fund in alignment with Impact Metrics, Tracking, and Public Reporting as outlined in Recommendation 3.</li> </ul>	<ul style="list-style-type: none"> <li>• (yes/no) Establishment of project-based funding opportunities for community-led planning initiatives, interim to full roll out of sustained operational funding for Neighbourhood Planning Coalitions</li> <li>• (yes/no) Establishment of a Community-led Planning Fund and/or funding mechanism to allocate funding and support the establishment of Neighbourhood Planning Coalitions</li> <li>• # of Neighbourhood Planning Coalitions established, with community associations, tenant associations, community land trusts, and community centres guiding its governance</li> <li>• # of Neighbourhood Planning Coalitions with Black individuals or Black-led organizations in Coalition governance roles</li> <li>• \$ funding to Neighbourhood Planning Coalitions where the Black population was above 20% in 2016</li> </ul>

<sup>24</sup> See Appendix A.4: Guiding Considerations for Standardize Anti-Displacement Impact Metrics, Tracking, and Public Reporting Guidance

**Recommendation 5.**  
*By Q3 2027, Municipal Government-led Planning Institutionalizes Equitable Land Use Planning to Address Displacement*

Make government-led planning run alongside and in alignment with community-led planning Neighbourhood Planning Coalitions, including leveraging tax increases for affordable housing, evaluating City program effectiveness, collaborating to align investment in communities to build and sustain public spaces, workforce hubs, and cultural initiatives to meet shared equity goals.

**Recommendation 6.**  
*By 2028 Q1, Include in the 2028 Refresh of the National Housing Strategy, The Allocation of \$500 billion to Affordable Housing Development and Acquisitions*

Scale funding to match the true level of need, enabling community-led planning and non-profits to acquire and develop housing at the pace required to prevent displacement - supporting targets such as 66% of new housing being affordable or non-market, and preserving at least 66% of existing affordable rental stock - through allocations guided by local plans and displacement risk.

*Systemic Economic Barriers Addressed*

1. *Scale of Deficits:* Government capacity to address systemic issues, like financial or labour gaps, is increased when they effectively mobilize along side community.
2. *Ecosystem Deficiencies:* Coordination of government land and development, social, and economic teams in alignment with community, reduces fragmentation and ensures strategies are focused on addressing local needs.
3. *Conflict of Interest Within the Labourforce and Economic Rigidity:* Grounding planning in community priorities strengthens accountability, enabling government to prioritize long-term housing stability and community wellbeing over status quo operations or short-term financial returns.

1. *Scale of Deficits:* Creates a steady capital stream large enough to fund affordability and stability over decades, not in one-off bursts.
2. *Ecosystem Deficiencies:* Gives non-profits/ CLTs/co-ops and community partners reliable capital to plan, compete, and close deals.
3. *Conflict of Interest Within the Labourforce:* Replaces discretionary "best effort" equity delivery with clear, funded targets and rules staff must implement.
4. *Economic Rigidity:* Makes reinvestment in affordability automatic through rules-based collection, allocation, and reporting.

*Core Actions*

- *Municipal and Provincial Government:* Require municipalities to establish joint planning tables aligned with community-led plans, co-led across land use, economic, social development, and housing divisions..
- *Municipal Government:* Adopt citywide standards and resources for government-led planning and evaluation frameworks to support Equitable Land Use Planning in all neighbourhoods.
- *Municipal Government:* Provide annual public reporting on equity outcomes, program effectiveness, and inclusive engagement targets.

- *Government, philanthropy, private sector:* Establish an affordability fund using tax revenues and cross-sector funds and contributions
- *Government:* Pass a regulation that allocates funds to neighbourhoods using published criteria tied to local plans, targets, and displacement history and risk indicators.
- *Non-profits:* Apply for and steward the allocation of funds for affordable housing acquisitions and development.

*Key Performance Indicators*

- % of neighbourhoods with joint municipal planning tables meeting quarterly or more with Neighbourhood Planning Coalitions
- % of Neighbourhood Planning Coalitions reporting meaningful engagement and alignment with municipal planning processes

- \$ of funds allocated across Canada
- \$ collected and allocated by neighbourhood
- \$ allocated to non-profits for affordable housing acquisition and development
- # of homes acquired and developed by non-profits for affordable housing provision
- % of housing built through the program affordable to lower-middle income households, and/or operated by government, or non-profit organizations.
- (yes/no) 66% of new housing affordable to lower-middle income households, and/or operated by government, or non-profit organizations.
- # of projects where at least ≥ 66% of new units are affordable to moderate-lower income households.
- # of projects with signed Community Benefit Agreements for local hiring as part of housing development.

**Recommendation 7.**  
*By 2028 Q1, Government Earmarks Funding to Advance Black Homeownership and Community Ownership*

Direct targeted funding to expand Black homeownership and community ownership by supporting Black-led housing development, scaling financial programs, investing in training for Black leaders in planning and housing, and advancing other Black-focused solutions for targeted address of systemic barriers to housing access and wealth-building.

**Recommendation 8.**  
*By 2028, Q1 Government Increase Support to Community Organizations to Acquire or Partner to Develop on Publicly Owned Land Government and Build Workforce*

Use station-area and other public land to deliver projects with at least 66% of the housing built being affordable/non-market, and bind in community benefits like local hiring and equity-based procurement.

<i>Systemic Economic Barriers Addressed</i>	<i>Core Actions</i>	<i>Key Performance Indicators</i>
<ol style="list-style-type: none"> <li><i>Scale of Deficits, Conflict of Interest Within the Labourforce, and Economic Rigidity:</i> Earmarking funding addresses gaps in access to capital while reducing the impacts of anti-Black racism within the labourforce and market systems, which have historically limited Black leaders' ability to secure resources for housing development and community ownership.</li> <li><i>Ecosystem Deficiencies:</i> Strengthens Black-led and community-rooted delivery partners by funding an end-to-end ownership pipeline, including training, technical assistance, and development pathways.</li> </ol>	<ul style="list-style-type: none"> <li><i>Government, Philanthropy:</i> Create a dedicated set-aside within capital funds to support Black-led housing development, acquisitions, and community ownership, alongside financial programs to increase Black homeownership..</li> <li><i>Municipal Government:</i> Invest in training, technical assistance, and workforce development pathways for Black leaders in planning, housing, and sustainable development.</li> <li><i>Government:</i> Publicly report on funding allocation, outcomes, and participation across Black-led organizations and Black households.</li> </ul>	<ul style="list-style-type: none"> <li># of Black households accessing financial programs for homeownership</li> <li>% of Black households who are homeowners</li> <li># of Black-led housing organizations owning or co-owning property</li> <li># of Black households supported across ownership pathways</li> <li># of Black individuals trained and employed in planning, housing, or development roles</li> <li>\$ value of housing assets under Black community or organizational ownership</li> <li>% of funded projects led by Black-led organizations</li> <li>Indicators as listed in recommendation 6</li> </ul>
<ol style="list-style-type: none"> <li><i>Scale of Deficits:</i> Uses scarce public land to secure affordability and benefits at scale.</li> <li><i>Ecosystem Deficiencies:</i> Standardized terms and partnerships enable non-profits, CLTs, and co-ops to consistently access and deliver projects..</li> <li><i>Conflict of Interest Within the Labourforce:</i> Embeds local hiring and equity-based procurement to reduce systemic barriers and expand access to jobs and contracts for equity-deserving groups.</li> <li><i>Economic Rigidity:</i> Establishes affordability and community benefits as standard conditions through public land policies and reporting.</li> </ol>	<ul style="list-style-type: none"> <li><i>Government:</i> Coordinate across all levels of government to align policies, programs, and land disposition processes, ensuring surplus public land is prioritized for affordable housing development and community-based delivery, with integrated workforce and equity outcomes.</li> </ul>	<ul style="list-style-type: none"> <li># of public-land RFPs awarded to non-profit-led teams</li> <li>% of redevelopment working hours completed by local residents</li> <li>% of public-land RFPs awarded to or including Black-led teams and consultants</li> <li>Indicators as listed in recommendation 6</li> </ul>

## Recommendation 9. Government Scales Community and Tenant-First Acquisition Programs

Scale acquisition programs to transfer at-risk housing and mixed-use properties into community ownership, while funding climate-friendly retrofits and protecting lower rents and existing tenants to stabilize communities and prevent displacement

<i>Systemic Economic Barriers Addressed</i>	<i>Core Actions</i>	<i>Key Performance Indicators</i>
<ol style="list-style-type: none"> <li>1. <i>Scale of Deficits</i>: Preserves existing affordable homes faster than new builds by buying and stabilizing at-risk buildings before rents spike or tenants are displaced.</li> <li>2. <i>Ecosystem Deficiencies</i>: Builds repeatable acquisition and retrofit capacity (partners, financing, due diligence) so non-profits, CLTs, and co-ops can act quickly and sustainably.</li> <li>3. <i>Conflict of Interest Within the Labourforce</i>: Shifting ownership to non-profit and community models reduces pressure to prioritize investor returns over tenant stability and long-term affordability.</li> <li>4. <i>Economic Rigidity</i>: Transitions housing from profit-driven turnover to long-term affordability through community ownership, tenant protections, and retrofit standards.</li> </ol>	<ul style="list-style-type: none"> <li>• <i>Government, Philanthropy</i>: Scale acquisition programs for at-risk rental and mixed-use properties, including funding for climate-friendly retrofits and long-term affordability.</li> <li>• <i>Municipal Government</i>: Establish a tenant-first retrofit protocol and funding agreements (right-to-return, phased construction, relocation supports).</li> <li>• <i>Government</i>: Implement public reporting with regular updates and post-retrofit audits.</li> <li>• <i>Government, Tenant Associations</i>: Coordinate acquisitions with tenant associations to support implementation and accountability.</li> </ul>	<ul style="list-style-type: none"> <li>• # of homes and community-serving units acquired into non-profit/CLT/co-op ownership.</li> <li>• Average rent level of acquired homes (and change over time).</li> <li>• % of projects meeting the tenant-first protocol (right to remain in neighbourhood, relocation supports and right-to-return delivered).</li> <li>• Indicators as listed in recommendation 6</li> </ul>



# Appendix

## A.1 ULI TAP Acknowledgements

### About

#### Technical Assistance Panel

**Kirk Johnson**  
Panel Chair  
President  
Eco-Efficiency Consulting

**Mitzie Hunter**  
President and CEO  
The Canadian Women's Foundation

**Scott Kratz**  
Director  
11th Street Bridge Park  
Washington, D.C.

**Dr. Nemoy Lewis**  
Assistant Professor  
School of Urban and Regional Planning  
Toronto Metropolitan University (TMU)

**Robert Walter-Joseph**  
Principal  
Gladki Planning Associates

**Barika X Williams**  
Executive Director  
Association for Neighborhood & Housing  
Development  
New York City

**Agnieszka Wloch**  
Vice President  
Development, Minto

#### ULI and TAP Staff

**Richard Joy**  
Executive Director  
ULI Toronto

**Fabiola Yurcisin**  
Director  
Terwilliger Center for Housing  
Urban Land Institute

**Linda Weichel**  
Principal  
Weichel Consulting

**Diane Kushlan**  
Principal Consultant  
Kushlan | Associates

**Kelly Annis**  
Owner  
Branch Communications LLC

#### Land Acknowledgement

As a Toronto Region-based organization, ULI Toronto, as well as the TAP and staff, acknowledge the land we are meeting on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee, and the Wendat peoples and is now home to many diverse First Nations, Inuit, and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.

#### African Ancestral Acknowledgement

ULI Toronto, the TAP, and staff acknowledge we are 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 transatlantic slave trade and slavery. We pay tribute to those ancestors of African origin and descent.

### About

#### Urban Land Institute

The Urban Land Institute is a global, member-driven organization comprising more than 48,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide.

The extraordinary impact that ULI makes on land use decision-making is based on its members sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns. Through outreach programs, including technical assistance and Advisory Services panels, members lend their expertise to communities in solving their most intractable issues.

Cover photo: Model of Jane Finch community in community engagement space at Jane Finch Mall. (ULI)

© 2024 by the Urban Land Institute

2001 L Street, NW | Suite 200 | Washington, DC 20036-4948

All rights reserved. Reproduction or use of the whole or any part of the contents without written permission of the copyright holder is prohibited.

#### Technical Assistance Panels

The technical assistance panel (TAP) program is a way for ULI members to assist public agencies and non-profit organizations, and to give back to their communities. In over 75 years, the advisory services have undertaken over 700 panel studies on a broad range of issues globally. TAP members combine their individual expertise with the resources of ULI to provide an unbiased, neutral perspective on land use and real estate issues. TAP members are volunteers and receive no remuneration for their time.

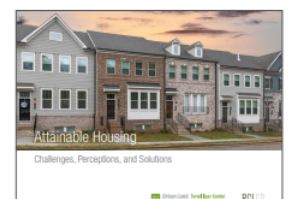
#### ULI Toronto

ULI Toronto is the District Council of the Urban Land Institute with 2200+ members in the Greater Golden Horseshoe. Toronto is a ULI leader in outreach efforts, breaking records for attendance and the number of member engagement programs conducted. ULI Toronto promotes the mission of ULI by serving the private sector, not-for-profit, and public-sector professionals with education on best practices, cutting-edge research, and serving the region's communities with technical assistance. The District Council is dedicated to shaping the built environment for transformative impact.

#### ULI Terwilliger Center for Housing

The ULI Terwilliger Center for Housing was established in 2007 with a gift from a long-time ULI member and former chair, J. Ronald Terwilliger. The mission of the Terwilliger Center for Housing is to ensure that everyone has a home that meets their needs at a price they can afford. Our goal is to catalyze the production and availability of a full spectrum of housing options.

The ULI's Terwilliger Center for Housing through its [Attainable Housing for All Initiative](#) leverages TAPs and other forums to directly engage with local communities, bringing expertise to solve unique affordability challenges and expand the production and preservation of attainable housing. This initiative is possible due to the generous support of Thomas Toomey.



ULI TAP members and staff in Jane Finch community.

## Thank you

### Sponsors



**CONFRONTING  
ANTI-BLACK  
RACISM**

**City of Toronto**

[Confronting Anti-Black Racism \(CARR\) Unit](#)

Social Development, Finance and  
Administration  
City of Toronto



Cheryll Case  
Founder and Executive Director  
[CP Planning](#)

**Goodmans<sup>LLP</sup>**

Goodmans LLP, Venue Host

### Stakeholders

Thank you to the following residents; community leaders and organizers; private, public, and non-profit developers; governments; financiers; policymakers; academia; planners; architects; and energy and environmental consultants who participated in the interviews and supported the TAP:

**Juliet Akhadia**, City of Toronto  
**Stephanie Allen**, Adinkra Strategies  
**Scott R. Armstrong**, WSP Canada  
**Mary-Kay Bachour**, Canada Mortgage and Housing Corporation (CMHC)  
**Derek Ballantyne**, New Market Funds  
**Leah Birnbaum**, City of Toronto  
**Anna-Kay Brown**, Jane Finch Centre  
**Troy Budhu**, Jane Finch Community Hub and Centre for the Arts  
**Denelle Carvalho**, Jane Finch Initiative Coordinator  
**Jimmy Castonguay**, GreenBirch Capital  
**Karen Chapple**, University of Toronto School of Cities  
**Jasmine Cracknell-Young**, Zonda Urban  
**Cassandra Creese**, Toronto Community Benefits Network  
**Shenali Don**, Jane Finch Community Hub and Centre for the Arts  
**Brian Doucet**, University of Waterloo  
**Alex Dow**, United Way of Greater Toronto  
**Andrew Farncombe**, City of Toronto  
**Michael Fedchyshyn**, Invest Ontario  
**Andrew Garrett**, Investment Management Corporation of Ontario (formerly)  
**Marcel Greaux**, Renoshare  
**Jenn Green**, Greenwin Corp  
**Graham Haines**, City of Toronto  
**Shannon Holness**, MES (PI), Jane Finch resident  
**Agnes Kazmierczak**, GEC Architecture  
**Sherry Larjani**, Spotlight Development Inc.

**Mercedeh Madani**, City of Toronto  
**Leighana Mais**, Keele & Eglinton Residents  
**Kiran Marok**, Resident  
**William Mendes**, Toronto Community Housing Corporation (TCHC)  
**Camille Mitchell**, SvN Architects + Planners  
**Nasra Mohamed**, Community Advocate  
**Chris Moise**, Councillor, City of Toronto  
**Abigail Moriah**, Black Planning Project  
**Mwarigha**, WoodGreen  
**Heela Omarkhail**, The Daniels Corporation  
**Onay Payne**, Manulife Investment Management  
**Samantha Ponting**, Oakwood Vaughan Community Organization  
**Bryan Purcell**, The Atmospheric Fund  
**Emily Reisman**, Urban Strategies  
**Jo Reynolds**, Social Innovation Canada  
**Mark Richardson**, HousingNowTO  
**Melana Roberts**, City of Toronto  
**Sarah Rodrigues**, City of Toronto  
**Dan Rosen**, City of Toronto  
**Ya'el Santopinto**, ERA Architects  
**Manuela Sarnecki**, Manulife Investment Management  
**Nik Schruder**, Canada Mortgage and Housing Corporation  
**Bahar Shadpour**, United Way of Greater Toronto  
**Matti Siemiatycki**, University of Toronto  
**Shannon Spencer**, CP Planning  
**Julia Stefanishina**, EY  
**Debbie Stewart**, Canada Mortgage and Housing Corporation  
**Clara Stewart-Robertson**, Jane Finch Centre  
**Joe Svec**, Svec Group  
**Nicole Swerhun**, Third Party Public  
**Howard Tam**, ThinkFresh Group  
**Tasleem Thawar**, United Way of Greater Toronto  
**Heather Tremain**, Options for Homes (formerly)  
**Nicolas Tyers**, Shannondale Developments  
**Symone Walters**, Jane Finch Community Leader  
**Lily Wong**, Greenwin Corp



## A.2 Anti-Displacement Community Survey

<https://getfoureyes.com/s/5Mdud/>

### A2.1 Introduction

This survey is part of CP Planning's broader "Roadmap for Redevelopment Plans to Confront Systemic Racism ("Roadmap"). The Roadmap, launched November 2022, is an action-oriented program, spanning Canada, designed to align the Land Use Planning Economy with the directions of the National Housing Strategy.

The purpose of this survey is to gather your feedback to guide the prioritization and implementation of equitable development strategies in Toronto and other Ontario cities. Your input will be summarized and shared with leaders in government, philanthropy, and private sector developers and city-builders to help inform future collaborative efforts that aim to preserve affordability, prevent displacement, and nurture inclusive neighbourhood growth.

#### Survey sections:

1. **Priorities:** Selecting from solution options to address housing, and the strengths and barriers to overcome.
2. **Demographics:** Basic information to understand the diversity of survey participants.

The survey's options of recommended solutions emerge from the ULI Toronto Technical Advisory Panel (TAP) report "[Preserving Black Communities Apartment Affordability Around Transit in Toronto](#)", published in July 2024. This TAP was sponsored by CP Planning in partnership with the City of Toronto Confronting Anti-Black Racism Unit.

The survey's options for the Strengths, Weaknesses, Opportunities, and Threats to implement solutions are drawn from the report feedback collected at the November 4, 2024 community workshop hosted by CP Planning in partnership with the City of Toronto Social Development Finance and Administration division and ULI Toronto.

----

The survey will take approximately 6 minutes to complete. All responses are confidential, and data will be aggregated to ensure no personal identifying information is shared.

**The survey closes on March 7th.**

**Complete the survey for a chance to win one of three \$100 gift cards!**

#### General Information

**1** Do you currently live, or previously lived, work or previously worked in any of the neighbourhoods or cities below?

- |   |   |
|---|---|
| <input type="checkbox"/> Toronto: Jane and Finch                                    | <input type="checkbox"/> Ottawa: Other                          |
| <input type="checkbox"/> Toronto: Little Jamaica, Eglinton West, or Oakwood Vaughan | <input type="checkbox"/> Hamilton                               |
| <input type="checkbox"/> Toronto: Rexdale   | <input type="checkbox"/> Markham                                |
| <input type="checkbox"/> Toronto: Mt Dennis   | <input type="checkbox"/> Kitchener-Waterloo                     |
| <input type="checkbox"/> Toronto: Etobicoke Lakeshore                               | <input type="checkbox"/> Other Ontario City                     |
| <input type="checkbox"/> Toronto: East Danforth or Danforth/Main area               | <input type="checkbox"/> Other Canadian City outside of Ontario |
| <input type="checkbox"/> Toronto: Golden Mile                                       |   |
| <input type="checkbox"/> Toronto: Other   |   |
| <input type="checkbox"/> Mississauga: Cooksville                                    |   |
| <input type="checkbox"/> Mississauga: Other   |   |
| <input type="checkbox"/> Brampton: Downtown   |   |
| <input type="checkbox"/> Brampton: Uptown   |   |
| <input type="checkbox"/> Brampton: Other  |   |
| <input type="checkbox"/> Ottawa: Vanier   |   |
| <input type="checkbox"/> Ottawa: Overbrook  |   |

## A2.2-JF Contact Information

2 \* To be eligible for a gift card, or stay in contact, please share your email address.

4 \* Would you like to stay in contact?

- No, do not add me to any mailing list
- Yes, to receive a copy of the summary of this survey's results
- Yes, add me to CP Planning's mailing list, to receive their bi-monthly newsletter on community-led planning and human rights-oriented housing opportunities and updates
- Yes, add me to Jane-Finch Growing in Place project mailing list. This project is led by long term leaders in Jane-Finch and has a mandate to address gentrification and Black displacement in planning and development, specifically focused on the Jane-Finch neighbourhood.

## A2.3-Other Contact Information

2 \* To be eligible for a gift card, or stay in contact, please share your email address.

3 \* Would you like to stay in contact?

- No, do not add me to any mailing list
- Yes, to receive a copy of the summary of this survey's results
- Yes, add me to CP Planning's mailing list, to receive their bi-monthly newsletter on community-led planning and human rights-oriented housing opportunities and updates

## A2.4-JF Priorities

### Part 01: Jane and Finch Priorities

Please answer the questions below in regards to the Jane and Finch neighbourhood

#### ULI TAP Recommendations for Equitable Transit-Oriented Development.

This is about ensuring the development of transit is paired with real estate development where affordability, inclusivity, and sustainability are at the forefront.

5 \* Of the recommended actions below, which do you believe are highest priority to be implemented? Pick up to 3

- Use a share of taxes from rising property values to fund affordable housing and community space development.
- Secure and prioritize funding for climate-friendly upgrades and implement equitable building permitting processes for rental housing, ensuring these improvements are fair and don't force renters out.
- Regularly collect and compare neighbourhood real estate and housing preservation data to what existed before the transit announcement, and keep this information up to date to guide decision-making
- Create citywide development incentives and funding measures to increase affordable housing and community space supply.
- Use public funds or resources to buy land and or use existing public land to build new benefits everyone, especially those facing barriers.
- Provide training and community capacity resources so Black communities can shape and benefit from climate-friendly building upgrades, electrification, good jobs, affordable housing, and better transit.

6 In addition to the actions above, what else would you recommend to be implemented to achieve the goal of Equitable Transit-Oriented Development?

**ULI TAP Recommendations for Affordable Housing Solutions.**

This is about preserving affordability and increasing housing access for vulnerable groups.

**7** \* Of the recommended actions below, which do you believe are highest priority to be implemented? Pick up to 3

- Regularly measure how many deeply affordable homes exist outside the private market each year and over each decade
- Regularly evaluate how effectively the City's existing programs and systems reduce affordable housing costs.
- Increase Black home ownership through down payment assistance, tax exemptions or reductions, and/or rent-to own programs.
- Increase Black community home-ownership ownership through community land trusts and/or co-ops
- Create a task force to evaluate, propose, and/or oversee solutions to prevent rising housing costs and the loss of affordable homes.
- Preserve 66% of all existing affordable housing
- 60% of new housing is affordable to lower-middle income households, and/or operated by government, or non-profit organizations.

**8** In addition to the actions above, what else would you recommend to be implemented to achieve the goal of Affordable Housing Solutions?

**ULI TAP Recommendations for Community collaboration and empowerment.**

This includes funding and dedicated programming for residents to have jobs, decision making roles, and creative spaces to inform how the neighbourhood grows.

**9** \* Of the recommended actions below, which do you believe are highest priority to be implemented? Pick up to 3

- Secure funding to implement the Jane Finch Community Development Plan (CDP)
- Deepen community involvement in decision-making in ways that are tailored to the members
- Collaborate with community to identify opportunities for civic and catalyst investments in public spaces, workforce hubs, art, and cultural festivals.
- Support workforce development for skilled trades and professional careers
- Build capacity for local Black resident leaders, entrepreneurs, and community groups through training, technical assistance, funding, and celebration
- Engage and involve Jane Finch tenants in equitable ways while implementing equitable development strategies
- Prioritize and fund Jane Finch Community Hub and Centre for the Arts development

**10** In addition to the actions above, what else would you recommend to be implemented to support the Jane and Finch Community?

**11** \* Would your answers to the multiple choice questions above be different for other neighbourhoods?

- Yes
- No
- Unsure

## A2.5-JF Strengths Weaknesses' Opportunities and Threats

### Strengths, Weaknesses, Opportunities, Threats

What are Jane and Finch's strengths?

**18** \* Which of the below do you feel apply- Select up to 3

- The community has an abundance of cultural backgrounds and talented artists
- The community has clearly stated that displacement is a concern
- Residents are working on a common mission, and are mobilize to make progress for their community
- The community is willing to partner and there are large institutions willing to collaborate and build capacity in the community
- A focus on Black community members
- The community has identified the funding supports needed to address displacement
- Existing spaces are assets to help the community mobilize and keep residents in the know
- Community identity is strong and the name is clearly identifiable

What are Jane and Finch's weaknesses?

**19** \* Which of the below do you feel apply- Select up to 3

- Lack of funding opportunities to support ideas
- No meaningful engagement with the development community
- Lack of awareness of funding opportunities, and capacity to pursue them
- Lack of information/knowledge on what different levels of government are responsible for leads to a lack of critical participation
- Lack of explicit support for the Black community
- Resource scarcity for community organizations
- Lack of communication between interest groups and differing opinions and goals

What opportunities exists due to broader economic factors impacting Jane and Finch?

**20** \* Which of the below do you feel most are both the most applicable and relevant - Select up to 2

- Lots of opportunity for new real estate (housing, commercial, and community space) development
- Transit development/LRT will improve accessibility
- Plans or ongoing increases in the total volume of housing in the neighbourhood
- New provincial or federal initiatives & incentives targeted to improve affordability issues for building preservation.

What threats of broader economic factors negatively impact Jane and Finch?

**21** \* Which of the below do you feel apply - Select up to 3

- Lack of policy to ensure developers provide community benefits such as housing, employment, or other resources for equity-denied groups
- Rising rents and/or lack of tenant protections resulting in the displacement of residents
- Cultural erasure of racialized communities
- Political representatives limit community control in how investment are deployed to achieve community objectives
- Funding for arts and cultural hubs is being cut creating a deterrent for artists. Artists are moving away
- Over policing once newer developments are completed
- Lack of appropriate funding to implement community-led planning solutions
- Rising rents and/or lack of commercial protections resulting in the displacement of affordable and/or community-centred commercial or community spaces

**22** \* Would your answers to the multiple choice questions above be different for other neighbourhoods?

- Yes
- No
- Unsure

## A2.6- Other Priorities

### Part 01: General Anti-Displacement Priorities for all Neighbourhoods/Cities you are a Community Member of

Please answer the questions below, as a general summary of the neighbourhoods you are a community member of (currently or previously worked or lived in)

#### ULI TAP Recommendations for Equitable Transit-Oriented Development.

This is about ensuring the development of transit is paired with real estate development where affordability, inclusivity, and sustainability are at the forefront.

**12** \* Of the recommended actions below, which do you believe are highest priority to be implemented? Pick up to 3

- Use public funds or resources to buy land and or use existing public land to build new benefits everyone, especially those facing barriers.
- Regularly collect and compare neighbourhood real estate and housing preservation data to what existed before the transit announcement, and keep this information up to date to guide decision-making
- Secure and prioritize funding for climate-friendly upgrades and implement equitable building permitting processes for rental housing, ensuring these improvements are fair and don't force renters out.
- Create citywide development incentives and funding measures to increase affordable housing and community space supply.
- Provide training and community capacity resources so Black communities can shape and benefit from climate-friendly building upgrades, electrification, good jobs, affordable housing, and better transit.
- Use a share of taxes from rising property values to fund affordable housing and community space development.

**13** In addition to the actions above, what else would you recommend to be implemented to achieve the goal of Equitable Transit-Oriented Development?

#### ULI TAP Recommendations for Affordable Housing Solutions.

This is about preserving affordability and increasing housing access for vulnerable groups.

**14** \* Of the recommended actions below, which do you believe are highest priority to be implemented? Pick up to 3

- Regularly measure how many deeply affordable homes exist outside the private market each year and over each decade.
- Regularly evaluate how effectively the City's existing programs and systems reduce affordable housing costs.
- Increase Black home ownership through down payment assistance, tax exemptions or reductions, and/or rent-to own programs.
- Increase Black community home-ownership ownership through community land trusts and/or co-ops
- Establish a task force to address speculative displacement and loss of affordability.
- Preserve 66% of all existing affordable housing
- 60% of new housing is affordable to lower-middle income households, and/or operated by government, or non-profit organizations.

**15** In addition to the actions above, what else would you recommend to be implemented to achieve the goal of Affordable Housing Solutions?

#### ULI TAP Recommendations for community collaboration and empowerment.

This includes funding and dedicated programming for residents to have jobs, decision making roles, and creative spaces to inform how the neighbourhood grows.

**16** \* Of the recommended actions below, which do you believe are highest priority to be implemented? Pick up to 3

- Build capacity for local Black resident leaders, entrepreneurs, and community groups through training, technical assistance, funding, and celebration
- Collaborate with community to identify opportunities for civic and catalyst investments in public spaces, workforce hubs, art, and cultural festivals.
- Deepen community involvement in decision-making in ways that are tailored to the members
- Prioritize and fund to ensure there is adequate access to a Community Hub and Arts Centre
- Engage and involve tenants in equitable ways while implementing equitable development strategies
- Secure funding to develop and implement a local plan to ensure public, private, and non-profit organizations, as well as community, are aligned to invest their time and resources, and collaborate to achieve targeted and collectively identified objectives to reduce displacement.
- Support workforce development for skilled trades and professional careers

**17** In addition to the actions above, what else would you recommend to be implemented to support the community?

## A2.7- Other Strengths Weaknesses Opportunities and Threats

### Strengths, Weaknesses, Opportunities, Threats

Please answer the questions below, as a general summary of the neighbourhoods you are a community member of (currently or previously worked or lived in)

What are the area(s)' strengths?

**23** Which of the below do you feel apply - Select up to 3

- Existing spaces are assets to help the community mobilize and keep residents in the know
- A focus on Black community members
- Residents are working on a common mission, and are mobilize to make progress for their community
- The community is willing to partner and there are large institutions willing to collaborate and build capacity in the community
- Community identity is strong and the name is clearly identifiable
- The community has clearly stated that displacement is a concern
- The community has identified the funding supports needed to address displacement
- The community has an abundance of cultural backgrounds and talented artists

What are the area(s)' weaknesses?

**24** Which of the below do you feel apply - Select up to 3

- Lack of information/knowledge on what different levels of government are responsible for leads to a lack of critical participation
- No meaningful engagement with the development community
- Resource scarcity for community organizations
- Lack of explicit support for the Black community
- Lack of communication between interest groups and differing opinions and goals
- Lack of awareness of funding opportunities, and capacity to pursue them
- Lack of funding opportunities to support ideas

What opportunities exists due to broader economic factors impacting the area(s)?

**25** Which of the below do you feel apply - Select up to 2

- Opportunities for research and design of new more efficient and effective models to share and form bonds within the area as to make positive change
- Transit development/LRT will improve accessibility
- Plans or ongoing increases in the total volume of housing in the neighbourhood
- Lots of opportunity for new real estate (housing, commercial, and community space) development

What threats of broader economic factors negatively impact the area(s)?

**26** \* Which of the below do you feel apply - Select up to 3

- Lack of appropriate funding to implement community-led planning solutions
- Political representatives limit community control in how investment are deployed to achieve community objectives
- Over policing once newer developments are completed
- Rising rents and/or lack of tenant protections resulting in the displacement of residents
- Rising rents and/or lack of commercial protections resulting in the displacement of affordable and/or community-centred commercial or community spaces
- Cultural erasure of racialized communities
- Funding for arts and cultural hubs is being cut creating a deterrent for artists. Artists are moving away
- Lack of policy to ensure developers provide community benefits such as housing, employment, or other resources for equity-denied groups

## A2.8- Demographics

### Part 02: Demographics

We collect demographic information to ensure we are reaching a diverse group of community constituents.

**27** \* What is your age group?

- Under 18
- 18-24
- 25-64
- 65+
- Prefer not to say

**28** \* How would you describe your racial or ethnic identity? (Select all that apply)

- Black (e.g., African, Caribbean, Black Canadian)
- Indigenous (e.g., First Nations, Métis, Inuit)
- East Asian (e.g., Chinese, Japanese, Korean)
- South Asian (e.g., Indian, Pakistani, Bangladeshi, Sri Lankan)
- Southeast Asian (e.g., Filipino, Vietnamese, Thai, Indonesian)
- Middle Eastern or North African
- Latinx or Hispanic
- White or European descent
- Other (please specify)
- Prefer not to say

**29** \* What is your gender?

- Woman
- Man
- Non-binary
- Two-spirit
- Gender Queer/ Gender Fluid
- Agender
- Prefer not to self-describe

## A1.9- Other

**30** How did you hear about this survey? We will be sharing appreciation to those supporting outreach.

- Jane Finch Community
- Black Opportunity Fund
- CP Planning newsletter
- Unsure
- Other newsletter (please specify)
- Other (please specify)

### **A.3 Guiding Considerations for Developing Consultant Proposal Evaluation Criteria**

The following considerations are intended to guide the development of the Consultant Proposal Evaluation Criteria for selecting a consultant to support the implementation of Recommendation 2 (Framework for Scaling Funding of Neighbourhood Planning Coalitions) and Recommendation 3 (Standardized Anti-Displacement Impact Metrics, Tracking, and Reporting Guidance). The goal is to ensure that the selected consultant has both the technical expertise and the long-term commitment required to support community-led planning at scale.

These considerations are intended to ensure that the consultant selection process prioritizes both technical rigor and strong alignment with the values and long-term objectives of community-led planning.

#### Considerations

1. **Integration with Community-Led Planning Work:** The consultant should demonstrate meaningful engagement with community-led planning, housing justice, or community economic development work. Preference should be given to consultants who are currently active in these spaces and who approach the work as a collaborative exercise deeply intertwined with achieving their own mission, rather than as a more external short-term project.
2. **Commitment to Community Collaboration:** The consultant should have experience working closely with community organizers, tenants, non-profits, and local leaders in collaborative planning or research processes. The approach should emphasize co-design and shared learning rather than extractive consultation.
3. **Collaboration with the Community-Led Planning Scaling Collective:** Two members of the Community-Led Planning Scaling Collective will collaborate closely with the consultant throughout the research process. One member will be Cheryll, and the second will be another member of the Collective whose day-to-day work involves advancing community-led planning and scaling neighbourhood organizing. The consultant should demonstrate readiness to work in close partnership with these leaders.

4. Technical Expertise Relevant to the Research Scope: The consultant should demonstrate experience in areas relevant to the recommendations, such as:
  - land use planning and housing policy
  - anti-displacement strategies
  - community governance models
  - funding model design
  - evaluation frameworks and metrics
  - participatory research methods
5. Contribution to Implementation and Scaling: The consultant's role should extend beyond producing research outputs. Evaluation criteria should consider how the consultant will support translating findings into practical frameworks that can be adopted by governments, philanthropy, and community organizations to scale community-led planning across neighbourhoods.

#### **A.4 Guiding Considerations for Governance and Operational Structure of Neighbourhood Planning Coalitions**

Neighbourhood Planning Coalitions are intended to function as durable civic infrastructure that enables residents, community organizations, and institutional partners to collaborate in shaping neighbourhood development and preventing displacement. Their governance and operational structure should therefore support long-term community leadership, adaptability to changing conditions, and accountability to residents most affected by redevelopment pressures.

Community feedback reviewing this draft report emphasized that effective community-led planning requires structures that are flexible, collaborative, and capable of evolving over time. People's lives, neighbourhood conditions, and real estate pressures change continuously. As a result, Coalitions should operate as "evergreen" structures that can adjust priorities, participation, and methods of work in response to emerging needs, rather than being limited by rigid institutional frameworks.

A central goal of Neighbourhood Planning Coalitions is to cultivate leaderful communities rather than relying on a single leader or small group of leaders. Traditional leadership models that concentrate responsibility in one or a few individuals can create risks of burnout, vulnerability to political pressure, or decision-making that becomes disconnected from the broader community (as leadership titles can at times attract those pursuing to be in authority for personal gain, rather than to meet community needs). Coalitions should

instead distribute leadership responsibilities across multiple individuals and organizations, allowing the work to be shared and creating pathways for more residents to develop leadership skills. In addition, the power dynamics must be considerate of that established organizations, even if non-profit, can undermine grassroots interests to address poverty.

Governance structures should therefore prioritize shared leadership, collective decision-making, and clear accountability mechanisms. Residents must be able to assess whether the Coalition, and the institutions participating within it, are acting in ways that align with neighbourhood priorities. This includes mechanisms for regular feedback from residents and tenant groups, transparent reporting on decisions and activities, and structures that allow responsibilities and leadership roles to evolve as participation grows.

Finally, Neighbourhood Planning Coalitions should strengthen community capacity for collective problem-solving and leadership development. The purpose of the Coalition is to help residents build the relationships, knowledge, and confidence required to meaningfully shape how their neighbourhood evolves.

### Sample of Potential Governance Design Components

#### 1. Shared Leadership and Distributed Responsibility

- Leadership roles distributed across multiple individuals and organizations rather than concentrated in one leader
- Rotating or time-limited leadership roles to reduce burnout and prevent leadership capture
- Multiple working groups or committees responsible for different areas of work (e.g., housing, economic development, community programming)

#### 2. Community Representation and Participation

- Representation from key community groups within governance structures (e.g., tenants, residents, community organizations, local institutions)
- Mechanisms to ensure participation from communities experiencing the highest displacement pressures
- Transparent processes for residents to join or participate in Coalition activities

#### 3. Accountability and Transparency

- Regular public reporting on Coalition activities, priorities, and outcomes
  - Mechanisms for residents and tenant associations to provide feedback on Coalition leadership and institutional partners
4. Adaptive and “Evergreen” Structure
- Governance structures that allow priorities, leadership roles, and participation models to evolve over time
  - Periodic review of governance structures to ensure they remain aligned with community needs
  - Flexible operational structures that allow Coalitions to respond to emerging challenges or opportunities
5. Community Leadership Development
- Opportunities for residents to develop leadership skills through participation in Coalition activities
  - Community learning spaces where residents can discuss neighbourhood change, planning processes, and development proposals
  - Programs or initiatives that strengthen relationships, collective problem-solving, and community organizing capacity

### **A.5 Guiding Considerations for Standardized Anti-Displacement Impact Metrics, Tracking, and Public Reporting Guidance**

The development of standardized Anti-Displacement Impact Metrics should ensure that progress is measured not only through outputs (e.g., housing units or participation numbers), but also through alignment with the values and practices required to prevent displacement. Community feedback emphasized that institutions and partners participating in neighbourhood planning processes must demonstrate clear commitment to the goals of housing stability, community ownership, economic inclusion, and cultural continuity. The metrics framework should therefore combine quantitative and qualitative indicators that track both outcomes and the behaviours required to achieve them.

The process for preparing the metrics should include a review of the Anti-Displacement Community Survey results presented in this report, as well as targeted engagement with stakeholders who are directly involved in or affected by displacement. This includes residents and tenants experiencing displacement pressures, community organizations and coalitions actively implementing solutions to prevent displacement, and institutions - such as governments, philanthropy, and mission-aligned private sector leaders - that have resources to address displacement. Incorporating these perspectives will help ensure that the final metrics reflect both lived experience and practical pathways for implementation.

## Sample of potential standardized metrics

- # of each of the target groups that are part of the governance for the Neighbourhood Planning Coalition
- % of rental units supported by a tenant association
- (yes/no) establishment of neighbourhood-based affordable housing targets
- (yes/no) establishment of neighbourhood-based disaggregation on resident needs and alignment on the types of jobs and funding required to meet those needs
- # of Black residents who are part of the governance or labour force of the Neighbourhood Planning Coalition
- % of tenant associations feel like their building's management corporation is accountable
- % of Neighbourhood Planning Coalitions feeling that their relationship with developers is good or improving
- % of Neighbourhood Planning Coalitions feeling that their relationship with the City is good or improving
- % of those participating in Coalition organized programming who report that this programming improves their sense of belonging and community identity

## **A.6 Report Updates Based on Feedback on This Report's Draft**

- Naming which Little Jamaica group requested Community in Public's support on addressing displacement
- Introduces a theory of change to summarize synthesis on what the problem is, the solution is, its outcome and impact.
- Prepared a summary on survey results which disaggregates top responses by geography
- Included consideration on BIAs
- Included consideration of how commercial space displacement leads to residential displacement
- Includes consideration on how power dynamics within community-led planning
- Recommendations specifically name that its about addressing displacement
- Recommendations on standardized metrics include focus on qualitative outcomes
- Recommendation timelines expanded to support there being time for implementation
- Visualizing wealth inequality vs what studies identify is fair
- Listing study (TAP, survey, and draft report) participants and interviewees by name
- And other updates

# Community in Public



**Contact:**  
Community in Public  
[Connect@CPplanning.ca](mailto:Connect@CPplanning.ca)  
[www.CommunityInPublic.ca](http://www.CommunityInPublic.ca)