



Community Benefits Framework

for The Golden Mile

Prepared by Working Women Community Centre
on behalf of the **Golden Mile Impact Network**



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Golden Mile Community Benefits Framework At A Glance

Vision

Inclusive Development is the use of our land to strengthen resilient, local economies with good jobs right in our neighbourhoods so that we will have the needed resources, assets and opportunities available to be prepared as a community for both large-scale and individual household shocks in the future. This includes development activities that support access to increased affordable housing stock, including accessible processes for the acquisition, leasing, or usage of residential and commercial properties; especially for racialized and/or lower-income residents. This requires thoughtful, intentional community benefits such as local services, programs, and facilities that provide supports in ways that reduce barriers for beneficiaries by ensuring households have the capability to build wealth gradually in order to transition to longer-term success, along with greater economic agency and independence.



Sustainability



Connectivity



Democratic
Participation

Six Values
centering the
Framework



Equity



Accessibility



Social
Inclusion



The three Priorities & Community-Based Solutions



Recommendations to Advance Community Benefits Framework

Establish a multi-layered, inclusive engagement strategy

Approach each priority area as being interconnected to the other

Prioritize multigenerational and equity-focused opportunities

Create flexible conversation space for addressing emerging needs

Develop monitoring and impact evaluation tools

01

Introduction

What is the Golden Mile Community Benefits Framework?

The Golden Mile Community Benefits Framework (Framework) is a community-informed response to the anticipated large-scale, transit-oriented development precipitated by the construction of the Eglinton Crosstown Light Rail Transit (LRT). This document builds on years of local efforts to advance the community's vision for inclusive development and is intended for investors, local property owners, political representatives, community advocates and other interested stakeholders to ensure private investments yield social, economic, and other benefits for residents in the area.

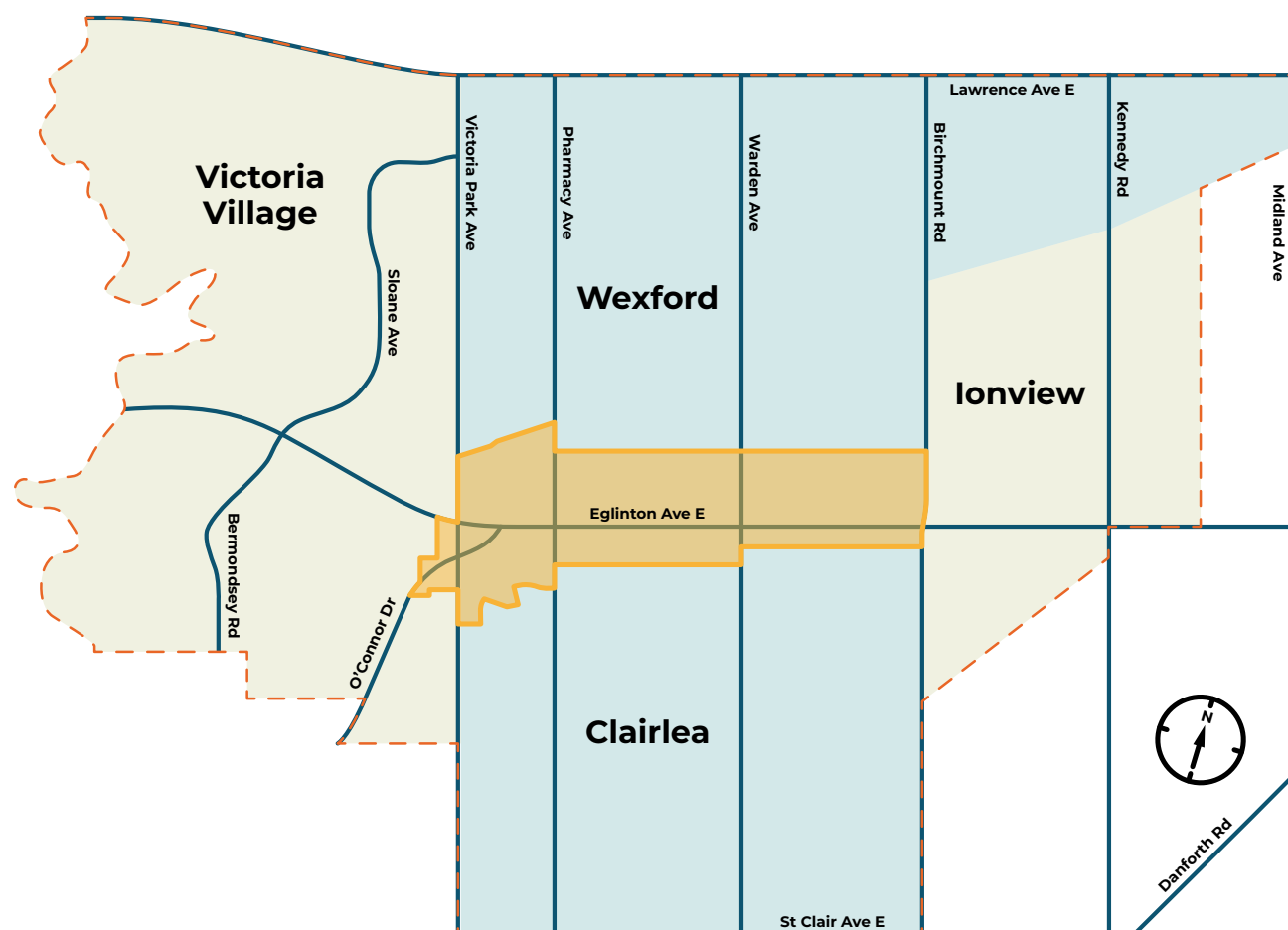
By identifying collective community aspirations framed as a vision, a clear set of shared values, achievable community-based solutions and recommended actions, the Framework is meant to:

- guide and inform the establishment of localized strategies, practices and community benefits agreements across individual development sites
- catalyze more equitable dialogue, collaboration and decision-making with diverse city builders
- foster processes that amplify the voices of historically underrepresented groups in determining the future of their neighbourhoods

Golden Mile Redevelopment Area

The Golden Mile is a 113 hectare area situated at the southwest gateway to Scarborough. A historically commercial zone, the Golden Mile itself has few, existing residential units but it is surrounded by mixed-income, family-friendly communities that are an attractive destination for diverse newcomer groups because of their affordability. City of Toronto designated Neighbourhood Improvement Areas sit to the east and west of the Golden Mile - Ionview and Victoria Village respectively.

The City of Toronto's Golden Mile Secondary Plan (Official Plan Amendment #499), intended to address anticipated growth and development in this area, projects that the infill development will see the influx of an additional 30,000-40,000 new residents and the creation of an additional 19,000 jobs over the course of coming twenty to thirty years. As the Golden Mile transforms, a mix of land uses will offer opportunities for residential, economic, and public infrastructure development.



Community Profile

Golden Mile Redevelopment activities are predominantly in Ward 20 and Ward 21



In Wards 20 and 21, households are slightly larger in size compared with the rest of Toronto, with **more households consisting of more couples or lone parents with children than average in Toronto.**

Household



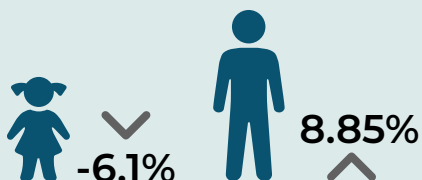
51%

of the Golden Mile area is immigrant, reflecting a number of mixed family or intergenerational households based on kinship and associational ties in key migrant groups.



0-5 years old

are more likely to live in lower-income families. This points to a need for maintaining and developing more affordable, multi-unit housing that can accommodate larger households.



A traditionally family-friendly community, there **appears to be a decreasing proportion of children age 0-4 (-6.1%) and increase in youth age 15-24 (8.85%)** in the overall Golden Mile Study Area as young families attracted to the area over the last decades are growing up.

Seniors



The senior's population is higher than the city average, which is concentrated in Victoria Village.



51%

Literacy

A lower level of education attainment is observed as 69.3% of Torontonians possess some form of post-secondary credentials while only half (51%) of Golden Mile residents achieved post-secondary credentials.

2X

Residents are twice as likely to not have a high school diploma compared to the city average.



Employment and housing

There is also a higher level of unemployment (9.6%) compared to the city average of 8.2%.

\$74,593 < \$102,721

Average household incomes are lower (\$74, 593) than the rest of Toronto (\$102,721).



Only 44% of tenant households rent affordably, spending less than 30% of income on housing.

How was this Framework developed?

This Framework has been produced by the Golden Mile Impact Network (Network), which comprises over 20 community-based organizations working with residents in the Golden Mile and surrounding areas. It reflects the knowledge, innovation and expertise of almost 700 resident voices speaking 18 different languages, supported by Network partners, who, over the last three years, created pathways of access and a sense of inclusion, with respect to land use planning, with and among racialized, newcomer, and lower-income households within the Golden Mile's surrounding Neighbourhood Improvement Areas (NIAs): Victoria Village, Ionview, and O'Connor.

Over the last two years, the project team captured resident attitudes towards redevelopment through community-based data collection and analysis. Additionally, through community learning circles, local leaders outlined a resident-led campaign for community benefits in the Golden Mile area that applied an understanding of a number of tools including, Section 37/community benefits charges, provincial planning legislation, and strategies for continuing vital community engagement work. Local communities drew on the collaborative experience and knowledge as conveners, catalysts, and champions of positive change at the neighbourhood level.



Community Engagement Snapshot

July 2018 - December 2020

Our respondents spoke **18 different languages** and had ties to three neighbourhood improvement areas surrounding the Golden Mile: **Ionview, Victoria Village & O'Connor**

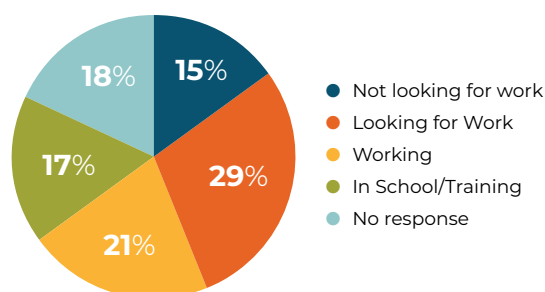


201
surveys
collected

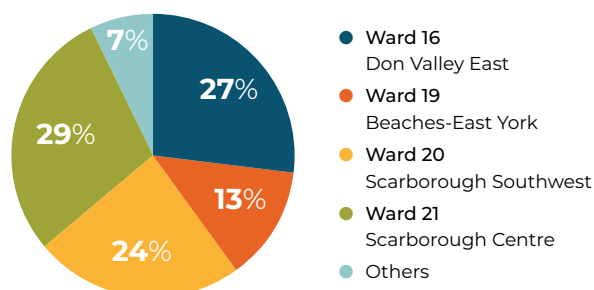
698

Engaged with residents 698 times through community events, consultations and co-design.

Employment Status of Community Engaged



Where Are The Community Members We Engaged?



Consultation & Capacity Building

6

Community Events

OSN Launch, Pop-Up Voting Booth, Community Open House, Neighbours Night Out, Gallery Walk, Community Benefits Bingo

6

Forums

Hosted by the Golden Mile Impact Network

8

Community Power Webinars

What's Happening in GM?, Relationship with Land, Why Planning Matters, Planning for Equity, How Development Works, Right to Housing in Redevelopment, Social Enterprise, Subsidized Retail Space

3

Workshops

Power Mapping Workshop, Decent Housing Workshop, Deputation Workshop

3

Consultations

Inclusive Development consultation, Community Space consultation, Housing Definition Dotmocracy

3

Committee / Advisory Meetings

ILEO Resident Advisory Table, Housing Diversity Workgroup, Local Economic Opportunities Table

What's in it for the Golden Mile communities?

The key issue in the Golden Mile and surrounding communities of Ionview, Victoria Village, and O'Connor is:

“Due to the limited opportunities and infrastructure currently in our neighbourhoods, the redevelopment process in the Golden Mile needs to be intentional about promoting inclusive development, especially for seniors, low income residents and racialized youth.”

In response to the above impact-focused statement, the community highlights three interrelated and integrated priority areas for benefits for the community:

Housing Diversity

A range of housing solutions to address affordability and built options for diverse resident groups, family compositions, and accessibility needs

Local Economic Opportunities

A spectrum of employment and entrepreneurial avenues from pre through to post construction, supporting entry-level to sector specific talent to gain meaningful, decent work close to home and enabling cost-of-living affordability

Community Space

A variety of accessible, local indoor and outdoor spaces for community gathering and the provision of non-profit service delivery

How To Use This Framework?

This Framework outlines community-based solutions with minimum standards and recommendations for investors, local property owners, political representatives, community advocates and other interested stakeholders to negotiate tangible benefits for the community. The baseline of considerations, public policy directives and strategies included in this Framework are expected to be referenced, enhanced and detailed through a collaboratively-developed, legally-binding community benefits agreement

(CBA) specific to the purpose, planning and needs of a specific build site. The framework also includes several case study references which reflect both domestic and international implementations of community benefit agreements and illustrate a mix of success for equity seeking groups accessing a range of affordable housing, emboldening local hiring practices, and securing renewed community space, as well as seeing representation at development decision-making tables.

Interactive elements



Throughout the Framework, videos highlighting local stories have been included with embedded content from United Way Greater Toronto's ILEO (Inclusive Local Economic Opportunities) initiative and Toronto Ward Museum's Block by Block program.

Block by Block is a participatory, multimedia program of the Toronto Ward Museum that engages diverse youth, newcomers and Indigenous community members in the collection and interpretation of oral histories of migration and settlement. It is an ongoing conversation about lived experiences, marginalization, resilience and the future - What can we learn from the stories of this place that has been home to diverse Indigenous peoples and nations since time immemorial? How can the experiences of Toronto residents, both present and past, Indigenous and immigrant, guide future city-building? How do we want our current neighbourhoods to grow and change? <https://wardmuseum.ca/blockbyblock/>

02

Vision and Values

The Vision

This Framework articulates a vision for the Golden Mile communities rooted in an Inclusive Development approach.

In anticipation of renewed spaces in the Golden Mile redevelopment, we find possibilities for growth; including new, flexible usage of community space that can create economic opportunities alongside diverse affordable housing.

This vision is anchored in the shared understanding of community-identified priority areas, specifically Housing Diversity, Local Economic Opportunities, and Community Space. We prioritize community benefits that will support and improve the ability of local residents to live and thrive in the Golden Mile through lifelong education and local economic development activities. We recognize that meaningful local economic opportunities are pathways to longer-term success that include investments in start-up entrepreneurs, strengthening a local innovation ecosystem, and alternative economies such as community ownership models. Our vision highlights the need for an integrated approach that taps into local social infrastructure, coordinates existing services, and leverages existing opportunities alongside creating decent work.

Inclusive Development is the use of our land to strengthen resilient, local economies with good jobs right in our neighbourhoods so that we will have the needed resources, assets and opportunities available to be prepared as a community for both large-scale and individual household shocks in the future. This includes development activities that support access to increased affordable housing stock, including accessible processes for the acquisition, leasing, or usage of residential and commercial properties; especially for racialized and/or lower-income residents. This requires thoughtful, intentional community benefits such as local services, programs, and facilities that provide supports in ways that reduce barriers for beneficiaries by ensuring households have the capability to build wealth gradually in order to transition to longer-term success, along with greater economic agency and independence.



[Watch Laura's Story](#) about her vision for the Golden Mile redevelopment.
Courtesy of ILEO, United Way Greater Toronto

The Values

Six shared core Values centre this Framework to ensure that the approach, design and implementation of the redevelopment process are community-informed, responsive and equitable. The identification of this set of values has been informed by more than a decade of impactful resident-led community development partnerships in the Golden Mile area which have resulted in positive changes in the neighbourhoods.



Connectivity: We value connectivity, reflecting the importance of relationships

between stakeholders and among community members and the interconnections of spaces designed to welcome community.



Equity: We value equity as the path towards a just and fair community that thrives through equitable

distribution of resources and services, centering those who have experienced exclusion and addressing root causes of inequities.



Social Inclusion: We value social inclusion as the access of all community members to the

resources and opportunities to be involved in society to the extent that is suitable to them, while ensuring the ability, dignity and opportunities to those who are particularly more marginalized due to identity.



Accessibility: We value accessibility as the intentional planning, design and implementation of spaces and

processes that welcomes all socio-economic groups, all ages and abilities, while ensuring efforts to review and address existing and potential resource gaps, and the provision of affordable goods and services.



Democratic Participation:

We value democratic participation as early and ongoing engagement

of community members to build informed capacity and participate in both formal and informal decision-making processes and resource development through accessible information-sharing instruments and adequate strategies to support participation from newcomers, immigrants and other vulnerable groups.



Sustainability: We value sustainability as the

multigenerational lens to build on

collective future needs, consider generational impacts, and improve outcomes and opportunities for future generations, fostering hope and belonging in the community through reinvestment in long term connections to the neighbourhood and each other.

The above values drive the solutions and recommendations in this Framework for transforming existing processes to include all residents, while ensuring an increase in their meaningful participation in local decision making and planning. This focuses on creating space and supporting the voice and needs of residents who might experience greater vulnerability and displacement, and who are also often those least engaged by planning and local governance.



[Watch Sarah's Story](#), a community advocate who was raised in Parma Court, adjacent to the Golden Mile. Courtesy of Block by Block, Toronto Ward Museum

03

Why a CBF matters?

The Benefits

Community benefits, as an end goal, are understood as social and environmental goods that benefit all who live and/or work in the community surrounding Golden Mile real estate and infrastructure developments, while effectively countering any anticipated adverse social impacts from the (re)development. As a process, community benefit frameworks can catalyze community development and involvement from the point of planning through development. During planning stages, residents are able to present needs for affordable housing and infrastructure for community services while being active voices in the design conversations. Through the development, or redevelopment stages, residents can be involved in solutions, for example by leveraging the building process for social hiring for construction jobs and social procurement.

The solutions and recommendations identified in the Framework can be translated into legally-enforceable community benefit agreements that support the neighbourhood by ensuring developments reflect the existing cultural uniqueness and realizing solutions to mitigate impacts created by urban renewal and resident displacement post-redevelopment.

In the Greater Toronto Area, public-private development projects such as the Woodbine Casino and Westpark Healthcare Campus have facilitated positive socio-economic benefits through structured processes, such as local hiring practices with target rates of 10-20% from traditionally disadvantaged communities and the construction of various “bricks & mortar” benefits such as supportive housing, daycare centres, and walking trails. Lessons from similar community benefits processes highlight the importance of considering social and local hiring as separate categories with different targets that are implemented at all employment levels, not just at the entry level. Local hiring is valuable as it allows community members to benefit from employment opportunities while social hires may reside outside of the community.

The Opportunities

Trending in Corporate Social Responsibility

Increasingly, investors have become more demanding of social impact outcomes. To be competitive, more companies are creating corporate social responsibility statements and investors are holding them to account. The global pandemic of 2020, along with a persistent climate change crisis, has further heightened awareness of the role the real estate and construction industry can play in providing solutions to systemic and complex issues. The movement toward Environmental, Social and Corporate Governance (ESG) is highlighted in the Urban Land Institute's [Sustainability Outlook 2021](#), noting an "increasing appetite for ESG investing with record inflows amid the COVID19 pandemic" and amid heightened awareness of social inequities, an increasing need for developments that address health and equity issues. A [2020 Royal Bank of Canada commissioned survey](#) of 800 international institutional investors confirmed this appetite is true in Canada, and in fact, runs even deeper.

Job development, social procurement, and social hiring with rigorous local data collection such as is illustrated in the Woodbine Casino case study (see Appendix E) can play a key role in supporting better ESG outcomes, reporting and investor relations. As a foundation, asset managers and large property owners in the Golden Mile are tuned into these trends. As of December 2020, the Scarborough-based portion of the Golden Mile Secondary Plan area consisted of ten private sector development applications. Seven of which included corporations that have published ESG Strategies or statements regarding their corporate social responsibility goals. Community non-profit organizations and local groups are ready to work collaboratively to achieve greater impact.

RBC Survey Result:

55% of institutional investors in Canada strongly believe that ESG integrated portfolios perform better than those without

82% say it is somewhat - very important that companies maintain diversity targets throughout their corporation.

Most institutions are only somewhat satisfied with the level of reporting, suggesting there is room for improvement around reporting on performance of ESG strategies

The Partnerships

Building with Non-Profit Organizations

More than twenty non-profit organizations attended the five forums hosted by The Golden Mile Impact Network between 2018-20, resulting in a viable and healthy network of ready-to-collaborate non-profit organizations with expertise delivering training and employment supports, mental health & addiction services, artists' collectives & arts-based programming, non-profit housing providers, newcomer & settlement, and children/youth programs. The Network's Steering Committee includes eight organizations with vested interests serving residents in the surrounding NIA communities of Victoria Village, Ionview, and other communities across Southwest Scarborough. The Network's partnerships with community demonstrate the vital role non-profit agencies can assume in brokering information, resources and capacity-building to level the playing field for voices less heard in existing planning systems. Traditionally under-engaged groups such as tenants and newcomers value opportunities to participate, which underlines the success of ongoing capacity building efforts in land use planning and policy literacy. Partnering with community agencies leverages existing outreach capabilities, networks and creates opportunities for more comprehensive public consultation.

The Outcome

Developing Complete Communities

Complete communities are complex ecosystems of activity and fully encompass spaces and places for diverse residents to live and work. However, the unintended costs of gentrification from development often see the displacement of existing lower income residents and households. Housing affordability and availability of a variety of local decent work options tends to shift, reflective of the demographic targeted by the development strategies. These shifts also have the capacity to reduce or eliminate the availability of community-based services as a result of increased overhead and space rental costs or shortage of local and accessible spaces for delivery of services and programs. Addressing priority areas of housing diversity, local economic opportunities, and community space promotes equitable integration of new with existing residents to steward an inclusive, balanced transition of neighbourhood character and honours the existing cultural fabric.

04

Community Benefits Priorities

The Priorities

The key Priority Areas highlighted in this Framework represent an opportunity to adopt an integrated approach to the Golden Mile Redevelopment, placing value on the services and amenities that create safe, livable neighbourhoods. The three areas are interconnected and, when considered concurrently and as impact factors one upon another, they present opportunities to plan and deliver on a redevelopment infrastructure which contributes to a complete and inclusive community that supports sustainable multi-generational asset development.

Centering these three Priority Areas provides a means to streamline future dialogue toward workable, responsive and ultimately sustainable community-based solutions while reserving space to consider and incorporate future arising issues and subject-specific conversations as the process evolves.

Housing Diversity allows local residents to benefit from the presence of intentional, well-designed, accessible **Community Space**, which in turn is made meaningful when accessed and valued by local residents and stakeholders.



Local Economic Opportunities are pivotal in reducing displacement and ensuring sustainability of **Housing Diversity** while influencing access, potential use and purpose for **Community Space**.



Community Space anchors residents' sense of belonging and identity, with indoor and outdoor spaces supporting shared access and housing place-based, accessible supports, services and resources that meet the needs of the local community. These spaces have the capacity to both attract and support **Local Economic Opportunities**.

A) Housing Diversity

The Snapshot

The Golden Mile Redevelopment is a once in a generation opportunity to make a significant new long-term investment in stable, affordable housing and to effectively respond to the current dual housing crisis impacting many Toronto neighbourhoods of tight supply and decreasing affordable housing stock. The existing landscape of the community is predominantly commercial, with a current resident population of 650, not including the surrounding communities. Population projections estimate that this very same geographic area will see an influx of between 30,000 – 40,000 new individuals relocating to occupy the new housing developments and make the Golden Mile their home. The vastness of the available land for redevelopment as well as the need for multigenerational affordable housing offers a significant opportunity for building a complete community that intentionally and successfully preserves the existing while integrating the new. Simultaneous to the Golden Mile Redevelopment process, the City of Toronto has set a city-wide target to create 40,000 new affordable housing units, of which 45% will be deemed supportive housing and tied to wraparound services for the residents.

The introduction of Inclusionary Zoning and an updated definition of “housing affordability” by the City of Toronto provide policy direction in alignment with community benefits and this Framework. This will ensure that efforts support current residents to remain in the community while creating space for new individuals and families to move in.

The Challenges

Many definitions of affordability are based on average rent, with market prices possibly addressing the needs of the “missing middle”. However, for lower-income households, the need to secure not only affordable, but decent and adequate housing must be addressed.

Currently, most households in Toronto pay above 30% of income on rent and well over half spend more than 50%, placing them in extreme core-housing need. This reality is even more prevalent among the lower income renters who represent a considerable segment of the population in the neighbourhoods surrounding the Golden Mile. Escalating housing poverty and unaffordable housing costs directly contribute to household instability and have adverse impacts on physical and mental health. In particular, heightened concern for safety and precarious housing particularly affects women and gender-minority individuals¹ while single-parent headed households are among the most vulnerable to experiences of inadequate housing.

¹ Doris Rajan, Judy Shaw and Mercedes S. Zayas. “Toronto - A Place to Call Our Own: Empowering Women to Take Action for Affordable Housing.” (2018). https://irisinstitute.ca/wp-content/uploads/sites/2/2020/06/Womens_Inclusion_Network_final_report_sept_2019-1.pdf

The Resident Perspective

The development of affordable housing is central to residents' understanding of inclusive development, complete communities and a shared prosperity that leads to community wealth. Approximately 73% of Toronto Community Housing residents from lonview participating in our survey agreed that housing is the most important type of community benefit, suggesting that despite affordable Rent Geared to Income (RGI)

subsidies, existing affordable housing stock is in disrepair, inadequate and insufficient to meet demand.

Our community-created definition of 'Affordable Housing' below reflects experiences of housing insecurity and continued vulnerability to displacement as a result of inadequate and/or unaffordable housing options in our neighbourhoods.

Affordable Housing means decent, dignified, and equitable conditions. Depth of affordability should be rent geared to income (RGI) at less than 30% of the net income taking into account the cost of basic utilities. 25% of all new units should be set aside and the period of affordability should be permanent. Units should include accessible ones for seniors and/or those living with disabilities, as well as larger family-sized units. Development of housing needs to include economic opportunities nearby so affordability is sustainable through income attainment.”

– Community Learning Circle, 2019

Enhancing Housing Diversity

Community-preferred models and tools for creating housing diversity in revitalizing the Golden Mile area:

Models:



Co-Operative Housing: A housing cooperative or co-op is a corporation whereby owners do not own their units, but each resident is instead a shareholder. Tenancies may be short or long-term and are generally not transferable.



Subsidized Housing: Subsidized housing/mandate housing often takes the form of RGI housing in which residents are required to pay a percentage of their gross income as rent. This includes mandate housing which has special requirements for people who live in their buildings, ie. population specific.



Supportive Housing: Supportive housing generally refers to a balance of housing assistance and supports that enable people to live as independently as possible in their community. Some supportive housing offers integrated wraparound supports for individuals and/or their families including counselling, addictions treatment, employment, etc.

Tools:



Portable Subsidies: Portable subsidies is a monthly housing subsidy or benefit provided to low-income households to make rental more affordable in the private market. The benefit is portable and not tied to a specific unit or type of housing; it is calculated based on income and average market rent (AMR).



Gentle Density: Gentle density is a policy concept of getting more people into residential neighbourhoods without fundamentally altering house-based natures, e.g. housing for multiple families rather than building conventional single-family homes. Examples include mid-rise, townhouses, laneways, and basement suites.

Community Based Solutions: Actions and Targets

Housing Diversity solutions spotlighted here reflect avenues for multi-generational cultures, transition out of community housing, and next generation affordability.

Community-Based Solution 1

Accessible, Adequate and Diverse Housing Stock

To provide a diverse mix of housing, in its built form, design, unit type, size and cost to meet the needs and preferences of all existing and new residents,

Recommended Opportunity for Investor/Developer Commitment

- Design 20% of new condo builds with larger units: 2 - 3 bedrooms (family friendly)
- Develop mixed sites with a range of rental, ownership, rent to own, co-ownership options, including rental units based on cooperative model
- Design building units, amenities, and rental/ownership structures that cater to youth/local artists, creatives and entrepreneurs to support a vibrant community (e.g. live/work units, co-working facilities)
- Redevelop/replace existing rental stock and upgrade digital infrastructure
- Provide buildings with accessible and multifunctional common spaces

Community-Based Solution 2

Affordability and Tenant Retention Systems

To provide housing stability and continued affordability to a mix of households that can open up their opportunities for better community integration,

Recommended Opportunity for Investor/Developer Commitment

- Provide 25% affordable rental units in new builds with permanent period of affordability
- Include units for existing RGI tenants to mitigate displacement
- Ensure RGI is less than 30% of the net income, taking into account the cost of basic utilities, while implementing policies to offset immediate financial penalties for increased household income to support ability to realize economic security gradually
- Create infrastructure that supports lower cost living for residents (i.e. bikeshare and bike storage)
- Implement housing stabilization measures that can lead to reduced income inequalities among households such as provision of scholarship funds to tenant residents
- Integrate the community-preferred models of housing diversity and affordability (e.g. portable subsidies, supportive housing, etc.)
- Support on-going awareness and education for tenants including tenant rights and protection, rent control protection, building standards, and eviction policies
- Create long-term affordable units of 50 to 99 years

Community-Based Solution 3

Designing Housing with Community

To embed a 'for community-by community' design for built form and operational policies that better reflect community aspirations,

Recommended Opportunity for Investor/ Developer Commitment

- Execute diverse community engagement options throughout design process, by shifting from consultation to a shared

equity-based decision-making approach and establishing meaningful roles and mechanisms for residents to engage regarding density, housing types and other details

- Collaborate with nonprofits and non-traditional lenders to build creative housing and mixed buildings that incorporate pre-built flexible space for social enterprises, communal spaces, and nonprofit service provision

Case Study: Workforce Housing

WoodGreen Community Services' housing programs provide services for diverse groups and house around 1,500 individuals in Toronto. In recent years, a gap in supportive housing programs for vulnerable populations has emerged. Once achieving stability, these clients are finding themselves priced out of Toronto and having to move further away to meet financial restraints. WoodGreen is trying to address this gap by strengthening affordable housing access for single mothers coming out of their HomeWard Bound program.

A promising example is the workforce housing development in Regent Park, where WoodGreen is working with developers to set aside a number of units integrated into a new building, supporting a healthy, mixed-income community. This has led to EVOLV, a purpose-built market rental building, slated for occupancy in 2021. The 346-unit tower will include 34 affordable units in two and three-bedroom layouts. A two-bedroom suite will lease for \$1,270/month and a three-bedroom suite for \$1,410/month. Units are integrated within the building to foster inclusion, and all tenants will enjoy access to amenities in a family-friendly environment. The project was already financed and the developer approached WoodGreen proactively. WoodGreen then approached the City of Toronto to obtain further funding to support the units. 34 units will be leased to Woodgreen for 40 years at 80% AMR, and for residents who need additional support, rent subsidies may be used to deepen affordability. The City is contributing \$5.1M of its federal and provincial funding allocation under the Ontario Priorities Housing Initiative (OPHI) to WoodGreen. The City also contributed \$720,847 in Open Door Program incentives in waived property taxes for 40 years. This model aims to demonstrate what is effective with community-developer partnerships.

B) Local Economic Opportunity

The Snapshot

With over 19,000 jobs expected to be created over the next twenty to thirty years as a result of redevelopment in the Golden Mile, local economic opportunities can respond to shifts in economic patterns that direct the ways people are able to work and create value in both the local and global economies. In addition, just in Ontario's construction industry alone, BuildForce Canada's 2019 report projects that almost a quarter of the current labour workforce is set to retire over the next decade.

Redevelopment communities can leverage existing resources to create opportunities for local residents and stakeholders through tapping into multisectoral tables and collaborative partnerships in support of equitable access, intentional hiring practices for equity-seeking groups, and sustainable pathways of access to a skills-based economy. Redevelopment activities rooted in inclusive development have the potential to lead to long-term community wealth-building for populations of focus seeking equitable,

sustained and poverty alleviation solutions through participation in the workforce and re-investment in their communities, playing an invaluable role in reducing displacement of current residents.

The Challenges

Challenges in accessing skills development and skills-based employment pathways need to be addressed within the context of intersecting issues of structural racism and intergenerational poverty in order to successfully support those that may be further from the labour market.

Established research also shows there is limited labour market participation of immigrant families due to status. This is not indicative nor does it correlate to qualifications (for example, racialized women tend to be higher educated but lower paid). Many residents also experience significant disadvantages in entry to more highly-waged industries such as the trades, professional and technical sectors.

Besides challenges in accessing workforce development and employment pathways, pursuing entrepreneurship represents a level of risk-taking for which many may not have the financial capacity as they may be facing more precarious economic circumstances. While revenue generation through startups and scale ups of small, local businesses is a place-based mechanism to improve employment and service outcomes for residents, it is critical to offer a range of opportunities to explore entrepreneurship, understand business planning, and develop economic resources to provide residents with a range of transferable skill sets relevant to the future of work across various sectors with greater economic agency overall.

Decent Work

Decent work sums up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for person development and social integration, freedom for people to express their concerns, organize and participate in decisions that affect their lives and equality of opportunity and treatment for all.

- Atkinson Foundation

The Ontario Living Wage Network calculated the required living wage for Toronto to be \$22.08 in 2019. However as per the 2016 Statistics Canada data, the median income for an individual in Golden Mile adjacent communities of Victoria Village is \$32,696 (i.e. approximately \$16.76/hour for 37.5 hours work per week) and in Inview, it is \$29,312 (i.e. approximately \$15.03/hour”), making adequate shelter out of reach for a significant number of households, in particular those who are supporting dependents, single parent-headed, living with disability, etc. Family health benefits for dental, prescriptions, etc. and mandatory employer costs would add approximately an additional 30% to this figure. For families living on minimum wage jobs, this would mean that the equivalent of over 60 hours per week of work would need to be undertaken to achieve this income and it would not include any much-needed health benefits. Access to meaningful economic opportunities that provide household stability is a key determinant of Toronto’s community well-being index and directly correlates with population health and neighbourhood safety.

The Resident Perspective

Community-based priority-setting initiatives raised three key concerns with respect to local economic opportunities:

The quality and sustainability of employment and employment-related training through neighbourhood redevelopment

- Resident concerns relating to the quality of employment and training considered the continued and ongoing nature of the opportunities, both during and after the redevelopment process. This perspective underscored the question of consistent and stable decent work. Residents defined decent work to be “permanent, unionized, and with benefits”, reflecting the types of

Social Procurement Policy

The City of Toronto's Social Procurement Policy was implemented to provide inclusive economic growth, supply chain diversity and workforce development initiatives. Some benefits of following the Social Procurement Policy that reach both the city and developers is that it can “increase the number of employment, apprenticeship and training opportunities for those living in poverty, newcomers, and youth.”

One of the general principles of this policy highlights the importance of reaching marginalized voices:-
“Addresses economic disadvantage, discrimination, and barriers to equal opportunity, particularly among equity-seeking communities, that disproportionately experience unemployment and underemployment, discrimination, or barriers to equal opportunity.”

- Social Procurement Program
City of Toronto

jobs increasingly hard to come by in today's economy with local, regional and global labour markets trends towards modular or “microwork.”

Pathways of access to ongoing formal education

- Residents ranked access to jobs and training as a close second in importance to access to education, highlighting the shared value and interest placed on life-long learning opportunities for residents at various life and career trajectory stages.

Retention and expansion support for local, small businesses and entrepreneurs

- Resident discussions centred around ensuring retention of existing small businesses throughout the redevelopment as well as maximizing opportunities for

local entrepreneurs to start or expand on their business ideas. This is valued highly as contributing to existing neighbourhood retail make-up and culture, as well as being recognized as local employers in their own right.

Additionally, as stakeholders collaboratively explore mechanisms and strategies to improve local economic opportunities, residents valued the following considerations:

Inclusive Workforce Development:

Creating culturally sensitive training, hiring and retention practices which intentionally promote diverse and inclusive workplaces, as well as facilitating meaningful and accessible upskilling and capacity building that support workers to realize career advancement within the scope of “decent work”.

Integrated Sector-Specific Workforce

Pathways: Adopting a model of pre-determining job needs and prioritizing sector-relevant, career-path training and navigation supports that connect existing, unexplored, local talent (including newcomers, racialized, gender-specific, youth and lower income groups) to direct employment access while addressing skills and labour market gaps.

Long Term Success & Financial Stability:

Implementing community wealth-building models that enable local acquisition and ownership of assets and other long term investments within the community. This builds on the foundation of the local economy where individuals and institutions consciously choose to re-invest and build up their community.



[Watch Bryan's Story](#) about advancing his entrepreneurial dreams in the Golden Mile. Courtesy of ILEO, United Way Greater Toronto

Community Based Solutions: Actions and Targets

The below solutions to local economic opportunities are achievement-oriented and reflect progressive economic growth, ranging from education and training, to direct job access, and more importantly, inclusion in local economic opportunity strategies. While some of the opportunities below may be limited to different stages of redevelopment - activities like social procurement, entrepreneurship, and training can happen throughout.

Community-Based Solution 1

Strong, Sustainable Hiring Pathways

To facilitate impactful workforce development that connects place-based and sector-specific strategies, where jobseekers feel confident and equipped and are able to access and retain employment opportunities locally,

Recommended Opportunity for Investor/ Developer Commitment

- Commit to **20-40%** of local equity hire* long-term with job loss mitigation strategies and, with commitment to tracking hiring, retention, and promotion of hard targets with mechanisms to ensure transparency in monitoring and reporting
- Engage large contractors with experience working with local business or labour in developing local employment pathways, including experiential learning opportunities on-site
- Develop new hiring strategies to ensure train-to-career pathways are filled in collaboration with local service providers, communicating emerging workforce gaps to service providers

- Lead and support initiatives to meet workforce demands with local service providers and other stakeholders, such as the development of a pilot training centre to create and implement relevant sector-specific training curricula

*Local Equity Hire - Hiring local residents that live within a specified KM of the enterprise.

Community-Based Solution 2

Employment Equity, Inclusion, and Culture Change

To enable fuller economic participation among multi-barriered, equity-seeking groups,

Recommended Opportunity for Investor/ Developer Commitment

- Commit to **10-30%** of all permanent hires from equity seeking groups with **10%** local construction hires, as well as **20%** local and **20%** equity operational hires that are permanent/ long-term
- Commit to championing organizational change towards strengthening Equity, Diversity & Inclusion practices, including destigmatizing racialized groups, activating decent work standards and providing living wages across all workforce development strategies
- Support diverse, experiential learning and integrated, culturally relevant training, mentoring, and coaching for all local and equity hires

Community-Based Solution 3

Local Innovation, Social Procurement, and Entrepreneurship

To foster a vibrant neighbourhood business area that supports readiness and sustainability of a mix of local entrepreneurs and small businesses, while ensuring affordable goods & services continue to remain in the makeup of local amenities,

Recommended Opportunity for Investor/ Developer Commitment

- Implement an inclusive Social Procurement strategy, co-designed with local entrepreneurs, self employed and supply chains, ensuring promotion of contracts/ subcontracts reach non-traditional enterprises
- Commit to **10-30 %** of social procurement agreements with local subcontractors and diverse suppliers (female/ gender diverse; BIPOC-owned businesses)
- Commit to **20-50%** social procurement in asset management practices i.e. cleaning services for site, transportation, landscaping, etc.
- Establish affordable commercial/retail lease arrangements such as co-working spaces for local entrepreneurs & nonprofits
- Commit to funding to support social purpose enterprise and cooperative businesses development
- Offer space for novel resident/ entrepreneur/ local business programs i.e. popup shops, farmers markets, art exhibition and events, fence marketing spots

Case Study: Joint Venture

A multi-sectoral table has paved the way for innovative collaboration, initiating the joint venture as an inclusive local economic pilot project and illustrating the feasibility of implementing such types of opportunities and approaches in conjunction with and supported by successful public-corporate-community partnerships.

This joint venture - Centre for Inclusive Economic Opportunity, Golden Mile (CIEO) - is a new not for profit organization, based in the Golden Mile, with a mandate to increase economic opportunities for residents in the community. CIEO's founding membership consists of ten organizations that operate in the Greater Golden Mile area, plus two community representative members. The CIEO and AECON have finalized the terms for the 51% community-owned construction partnership and is now scoping its construction service offerings and is planning to begin work in the next few months. The joint venture will implement priority hiring for construction and administrative positions from the Golden Mile and adjacent neighbourhoods, and will seek contracts that leverage development interest in Scarborough and beyond in order to disburse its share of the profits back to the Golden Mile community.

C) Community Space

The Snapshot

Community space is a fundamental element for establishing a sense of social inclusion, liveability, and connectivity, providing space for a variety of stakeholder groups and solutions to their identified needs. The interest to plan, develop and access community space is shared by existing and potential non-profit service providers, existing and new residents, and potential entrepreneurs or organizations seeking to contribute to the landscape and fabric of the Golden Mile.

With the responsibility for broad-ranging social and human services predominantly under the purview of local non-profits, community spaces are increasingly becoming a physical manifestation of social good, particularly through innovative “community hub” models for programming and community development. (For example, Artscape, Evergreen Brickworks, Centre for Social Innovation, Parkdale Land Trust).

The Golden Mile Secondary Plan describes a vision for the redevelopment as leading to a community which is “connected, accessible,

Reserving Space for Non-profits

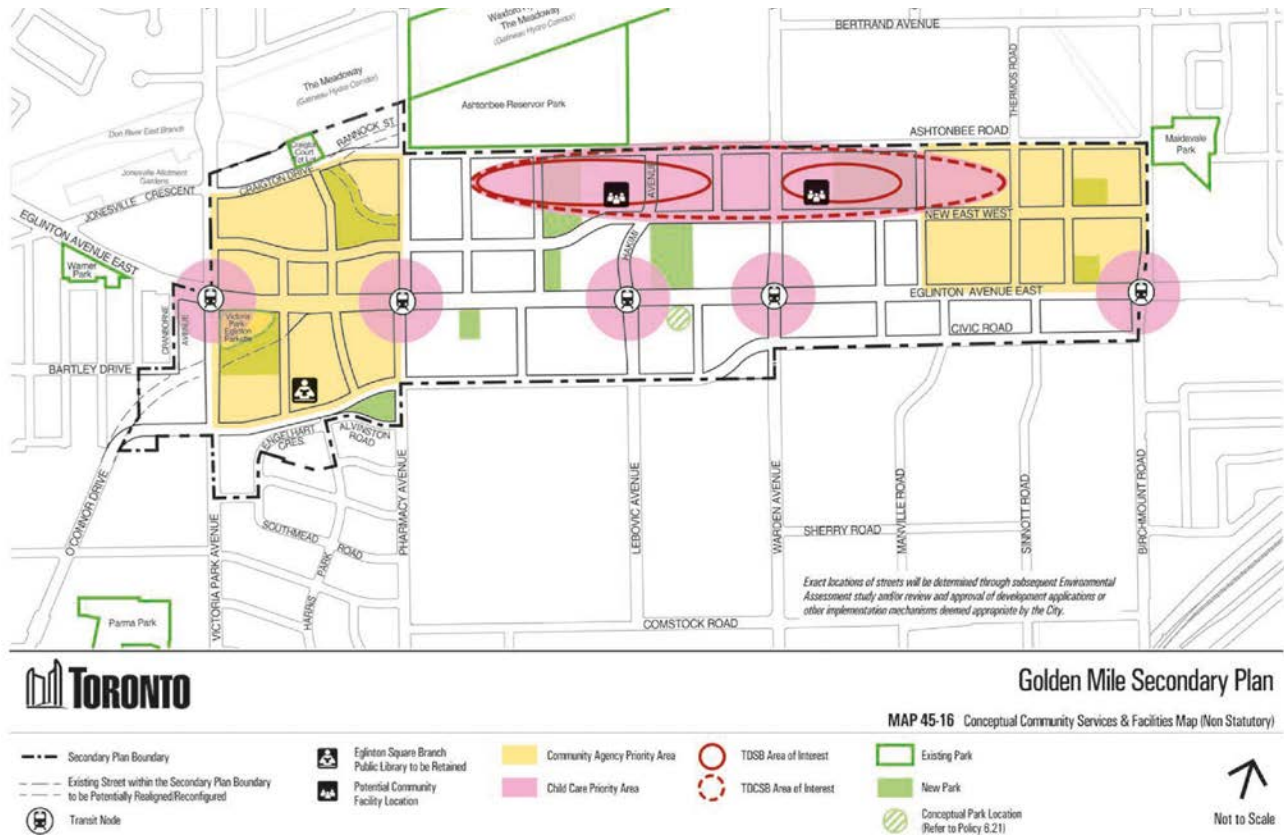
A breakdown of current space use by non-profit agencies in the Canadian Urban Institute Community Infrastructure Strategy (CIS) Existing Conditions Report found:

- Amongst existing non-profit organizations serving residents in surrounding neighbourhoods, 80% lease their office/program space, 25% are currently co-locating, and 57% confirm their total space is inadequate.
- The majority use 1 000 - 5000 sq ft space (avg 2000 sq ft)
- Distributed as 31 % in office, 25% in community centre, and 18% in residential/ place of worship
- Most agencies provide programs in schools and community centres
- 45% of agencies interviewed from Wards 34, 35, 37 interested in a Golden Mile relocation

From the CUI Report and the United Way Greater Toronto funded study, Community Space and Service Priorities in the Greater Golden Mile (CSSP), the following are community space needs identified by focus groups and surveys with 20-25 agencies:

- Flexible, multi-use space, shared amenities, and open space for gathering, events, activities and recreation - operated or accessed by nonprofit agencies
- Commercial Community Kitchen
- Employment and Skills training centre
- Access to Low cost retail leases

Based on information gathered from 7 of 16 agencies surveyed, the required space to accommodate their relocation would be approximately 14,400 sq ft of space. This does not include access to programmable open space for entrepreneurial and gathering activities, or expansion to accommodate the 40,000 new residents.



diverse, complete and livable mixed-use community [and where] a balance of residential, commercial and employment uses will be supported by community services.”

Redevelopment of the Golden Mile will see a boon to local businesses, non-profit organizations, and public-private partnerships by way of increased local street level retail, increased local foot traffic, and the installation of 5 major light rail transit stations, and an influx of residents from new builds. This requires the space and service infrastructure to be sustainable, multi-generational, and rooted in the consideration of current residents and visitors with the foreplanning and insight for ongoing and continued accessibility, diversity, and balance.

The Challenges

For social service providers, the risk of being priced out by increasing operational space lease rates in a fast changing real estate market is driving interest dramatically in opportunities to ensure social purpose alongside real estate development. Rent appreciation pressures are especially concerning in the Golden Mile, as the majority of land is privately owned and there are no existing financial incentives or public policies to leverage when negotiating lease terms. Based on information available on the development applications, as of November 2020, a mere 220,244 square metres of new non-residential, ground floor area has been proposed across the 10 Scarborough-based development sites. This is equivalent to 8% of total developed land use, and far less than the required 10% under OPA 499 for the Golden Mile redevelopment area.

Although non-profits would cater to an expanded service-user base driven by new housing units, the resulting uptick in real estate value presents a risk of existing services being displaced. Despite the City's acknowledgement that these nonprofits provide recognized and needed services, most do not have stable operating funds or are dependent on grants and fundraising, which limit the capacity to pay rental increases. Site by site investigation, analysis and dialogue is needed to explore and secure access to this private, non-residential space for public access or service use.



[Watch Fatima's Story](#) bringing a small business owner perspective, operating a fitness gym for Muslim women in Scarborough and creating a safe space. Courtesy of Block by Block, Toronto Ward Museum

COVID-19 Impact Highlight

The COVID-19 pandemic has sharpened pre-existing vulnerabilities among residents facing rapid urban transformation. Of note, underlying community needs such as food security, access to digital infrastructure, adaptability of space, and overall walkability have been underscored, heightened and deepened due to the pandemic. Local stakeholders and residents have acknowledged the importance of robust, resilient, and connected social infrastructure, designed with the intention to respond to future shocks that can support community health and well-being.

The Resident Perspective

Primary research, population projections and focused Golden Mile stakeholder discussions captured in Community Space and Service Priorities in the Greater Golden Mile (CSSP) report provided additional analysis around community space design and geographically specific considerations for service distribution. The CSSP outlines variance in service needs across the Golden Mile area due to geographically diverse demographics, and confirmed by residents and stakeholder consultation.

Key considerations in type of service and distribution identified in the report are:

- **Lonview** - Larger family/ household sizes and 45% of the population under 25 years old calls for child and youth programming, as well as parenting support.



Courtesy of Toronto Ward Museum. illustration by Ulama Saif

- Victoria Village - almost $\frac{1}{3}$ of the population is over 55 years old with an exceptionally high rate of seniors living in poverty (25% versus city average of 17%) calls for maintaining existing seniors-focused services and intergenerational spaces as seniors face isolation.
- Overall, high incidence of low income is 23% (LIMAT) and almost half of the households in Victoria Village (48%) have incomes under \$40,000 and since COVID19 pandemic, high incidence of food insecurity
- Clairlea is a relatively well-resourced community with 24% of households with income below \$40,000 and 84% home ownership (high compared to the rest of Toronto); accordingly, some priorities there are not shared with the surrounding neighbourhoods

- Mental health services are highlighted as a critical gap in the study by organizations and local residents.

In addition, design and operation of new/renewed, indoor and outdoor spaces such as PoPs (privately owned public space), non-residential community or public space, and buffering areas of green spaces represent opportunities for interim uses, shared revenue, collaborative place-based programming, and animation that capitalizes on cultural diversity and supports a creative entrepreneurial spirit. Flexible commercial rents, storage and leasing options, as well as permissive policies and operating practices have a key role in encouraging entrepreneurial, creative, and community building activities.



[Watch Lien's Story](#) on what services she is hoping for in the community. Courtesy of ILEO, United Way Greater Toronto

Community Based Solutions: Actions and Targets

Community space solutions reflect opportunities for new and existing residents, non-profit service providers and entrepreneurs to activate innovation, social good, culture, and enterprise in both new and renewed community spaces.

Community-Based Solution 1

Social Purpose Real Estate

To enable a cycle of greater local ownership and access to space without displacing local non-profits and community-based organizations or creating a service gap for residents,

Recommended Opportunity for Investor/ Developer Commitment

- Replace Victoria Park Hub with renewed space as part of an 'innovation district'
- Commit to minimum **10%** non-residential ground floor area policy, with affordable leasing options for local entrepreneurs & non-profits
- Establish access to new recreational and community facilities such as schools, parks and affordable day care, anticipating & accounting for needs of both existing and new residents
- Create flexible, multi-purpose spaces with shared amenities (such as free wifi) and space with operational policies that support recreational, cultural and entrepreneurial activities to occur
- Ensure distribution of services across the Golden Mile area to increase resident access to settlement, children & youth, mental health and employment programs, especially in the east end of the redevelopment area
- Explore opportunities for local ownership through Social Purpose Real Estate models

Community-Based Solution 2

Outdoor Infrastructure Investment

To develop and animate spaces & streetscaping that promote mental and physical well-being,

Recommended Opportunity for Investor/ Developer Commitment

- Optimize buffer areas (example: Meadoway and other green spaces) and interim space (example: parking lots) through non-profit and resident-operated gatherings, events, activities, and recreation
- Establish infrastructure to support neighbourhood resiliency, including space for urban agriculture and flexible storage

Community-Based Solution 3

Inclusive Space Design

To create safe and vibrant public space design that reflect community diversity,

Recommended Opportunity for Investor/ Developer Commitment

- Ensure design & operational policies embrace diversity and promote safety and inclusion, accounting for groups most vulnerable to discriminatory policing/ surveillance/security (example: providing sensitivity training to staff, commissioning work from local artists)
- Commit to co-designing with GMIN and residents Privately Operated Public Spaces policies that encourage mobility, self-determination, and overall community integration

Case Study: Victoria Park Hub

Victoria Park Hub, open since December 2010, is located at Victoria Park and Eglinton Avenue East in the Golden Mile Plaza. The Hub has 12,000 square feet of space that includes offices, program rooms and a community kitchen. With a non-profit lead agency acting as a leaseholder, five co-located organizations ('anchor partners') and a number of itinerant partners, Victoria Park Hub is a "one-stop-shop" for residents in and around the Greater Golden Mile area to access settlement, counselling, employment, wellness and community engagement services. In addition, it serves as a platform for residents and local groups to gather and engage in community organizing, advocacy and even celebrating community events such as Chinese New Year and Eid. The Hub also houses a shared work/collaboration/open space called 'The Connector' that is intended to support local/emerging entrepreneurs and non-profits such as catering collectives, skills training initiatives, mobile/bicycle coffee enterprise and others.

During the design phase of the hub, local organizations and resident leaders were engaged in the design of the building resulting in a welcoming reception area that is wheelchair accessible and a large open lobby in the entrance area for hub visitors to connect and network. Community artwork is also displayed throughout the space, with murals created by talented young artists.

05

Recommendations for Advancing Community Benefits

The Community Benefits Framework sets out minimum standards for meeting community needs. This document is the starting point for dialogue that can move towards identifying common interests and negotiating what is of value. To ensure housing, local economic development activities and community space benefits are achieved in the Golden Mile and adjacent communities, this Framework puts forward the following five values-embedded recommended actions:

- 1. Establish a multi-layered, inclusive engagement strategy** - It is critical that the process of advancing community benefits be collaborative with resident leaders, non-profit organizations, small businesses, local government, institutional partners and other relevant multi-sector stakeholders throughout all stages of redevelopment. However, to ensure meaningful participation from community partners in negotiation, design and implementation processes, it is important to make sure that the engagement language and tools are tailored to building capacity and meeting unique needs of the audience, and consideration is given to providing financial and barrier reduction supports to participating residents.
- 2. Approach each priority area as being interconnected to the other** - Recognizing that community needs don't exist in silos, ensure intentional integration between solutions for housing diversity, local economic opportunities, community space and other emerging priorities. For example, designing community space, services and facilities in initial development stages alongside residential development.

- 3. Prioritize multigenerational and equity-focused opportunities** - Proactively consider needs of both current and new residents, non-profit organizations and businesses/entrepreneurs, making an effort to further understand the issues facing equity-seeking groups, including those that are often missed (e.g. groups and individuals living with disabilities and psychosocial disabilities). Additionally, prioritize vulnerable populations facing structural discrimination in all redevelopment opportunities, ensuring a complete community that mitigates displacement, protects affordability and connects residents to local services and opportunities for prosperity.
- 4. Create flexible conversation space for addressing emerging needs** - The COVID-19 pandemic has exacerbated and revealed additional challenges for the Golden Mile communities (such as increased food insecurity, digital divide, etc.). It is important for redevelopment plans and community benefits conversations to reflect the changing reality and needs in order to achieve innovative and responsive approaches that enhance the resiliency of the neighbourhood.
- 5. Develop monitoring and impact evaluation tools** - A key part of ensuring the delivery and impact of community benefits is tracking, monitoring and transparent reporting. Co-create tools that reflect the opportunities in a specific development site, such as hiring targets, financial incentives, social return on investment, etc. and use any data insights to appropriately adapt strategies for greater impact.

06

Conclusion

Golden Mile Revitalization: Complete, Connected, Inclusive, and Prosperous

The Community Benefits Framework in the Golden Mile is part of a movement bringing together a coalition of residents, community champions and stakeholders to tap into a collective aspiration and imagination for place-based growth. Incorporating community benefits as a process and community benefits agreements as a tool, supports inclusive, multi-generational development that is embedded in an appreciation of the existing local culture.

If planning is understood at its core level to be a mutual interrogation of what the future holds, that planning must reflect an awareness that appropriate access to resources can help mitigate individual and collective exposure to risks from any changes that result from land use decisions made. With the guidance of the City of Toronto's Golden Mile Secondary Plan and this Framework, the various private land owners of the land have the foundation to embark on a journey worth taking, to build forward to a bright future for the Golden Mile.

Success stories from across the city and beyond illustrate the impressive impact of multi-sectoral collaboration, creative asset financing, and centering the expansion of community assets as key for meaningful revitalization. This Framework's recommendations can be applied before, during and after the construction phases of redevelopment to ensure successful and effective integration of new, condo-purchasing resident populations alongside existing resident populations as a means to improve overall standard of living, entrench a strong sense of neighbourhood, and reveal a livable, complete community.

The community vision of inclusive development articulated in this Framework calls for deeply responsive infrastructure that is flexible, and even transformative – beyond simply creating renewed community resources, but scaffolding them as sites of opportunities, as physical spaces and places that facilitate inclusive and innovative economic activities, uplift integration of diverse housing and households, and provide added value to the experiences of all who live, work, or play in the Golden Mile.

Glossary of Abbreviations

AMR	Average Market Rent
CBA	Community Benefits Agreement
CBF	Community Benefits Framework
GMIN	Golden Mile Impact Network
GMSP	Golden Mile Secondary Plan
ILEO	Inclusive Local Economic Opportunity initiative
NIA	Neighbourhood Improvement Area
POPS	Privately Owned Public Spaces
RGI	Rent Geared to Income

Appendix A - Golden Mile Impact Network

Community / Non-Profit Organizations

Akin Collective
Artscape Toronto
Birchmount Bluffs Neighbourhood Centre
Canadian Centre for Victims Against Torture
Catholic Crosscultural Services
Family Services Toronto
Flemingdon Community Legal Services
Flemingdon Health Centre
Labour Education Centre
New Circles
Scarborough Centre for Healthy Communities
Scarborough Civic Action Network
Scott Mission Family Centre
Strides Toronto
Toronto Community Benefits Network
Toronto Neighbourhood Centres
Warden Woods Community Centre
West Scarborough Community Legal Services
West Scarborough Neighbourhood Community Centre
Woodgreen Community Services
Working Women Community Centre
Youth Link
YWCA Toronto

Resident / Faith-based Groups

Birchmount Community Action Council
East Toronto Chinese Baptist Church
Growing Together Garden
Mothers of O'Connor

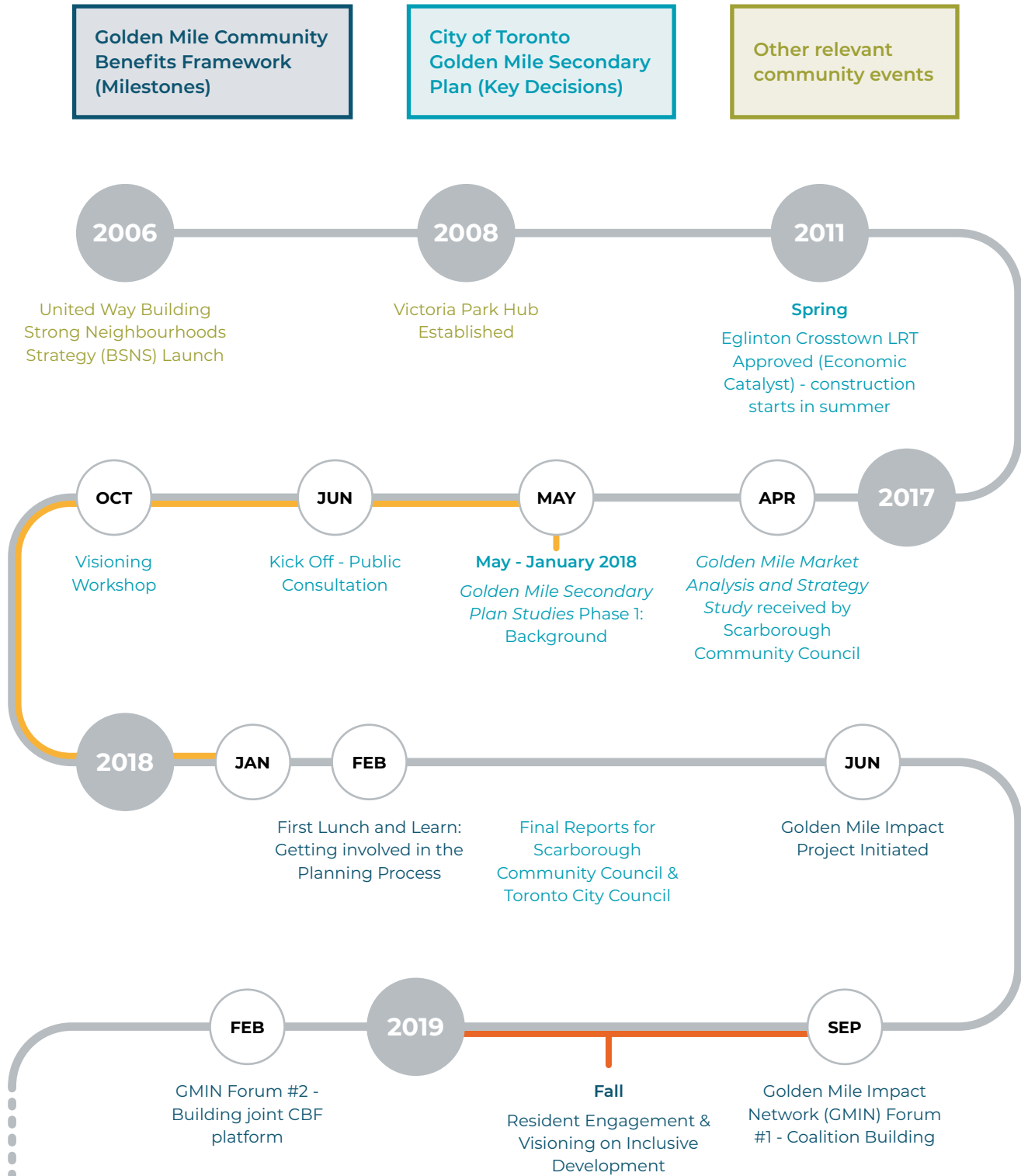
Educational / Research / Philanthropic Institutions

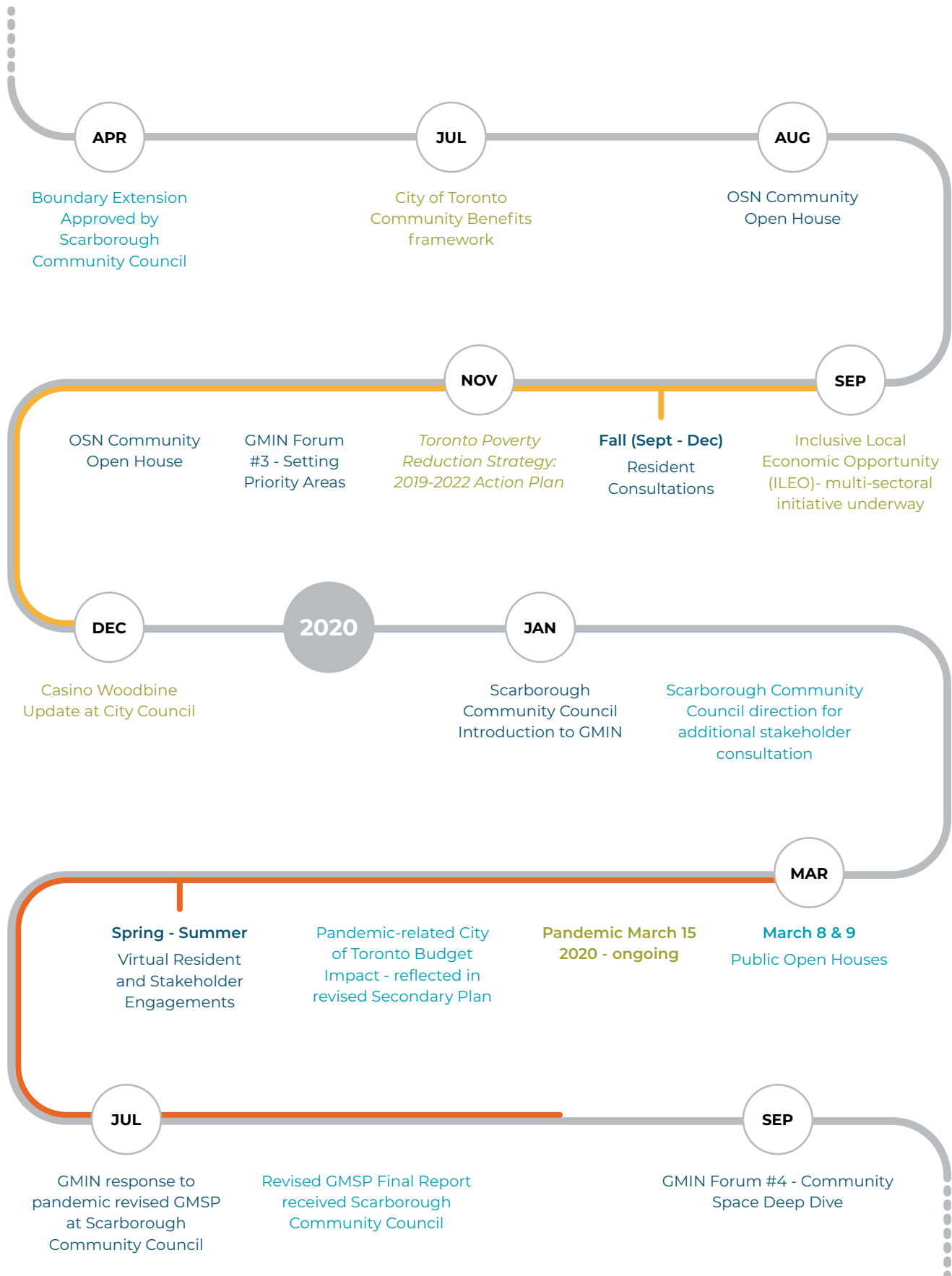
Centennial College
Institute for Research and Development on Inclusion and Society
Maytree Foundation
United Way Greater Toronto
Urban Land Institute

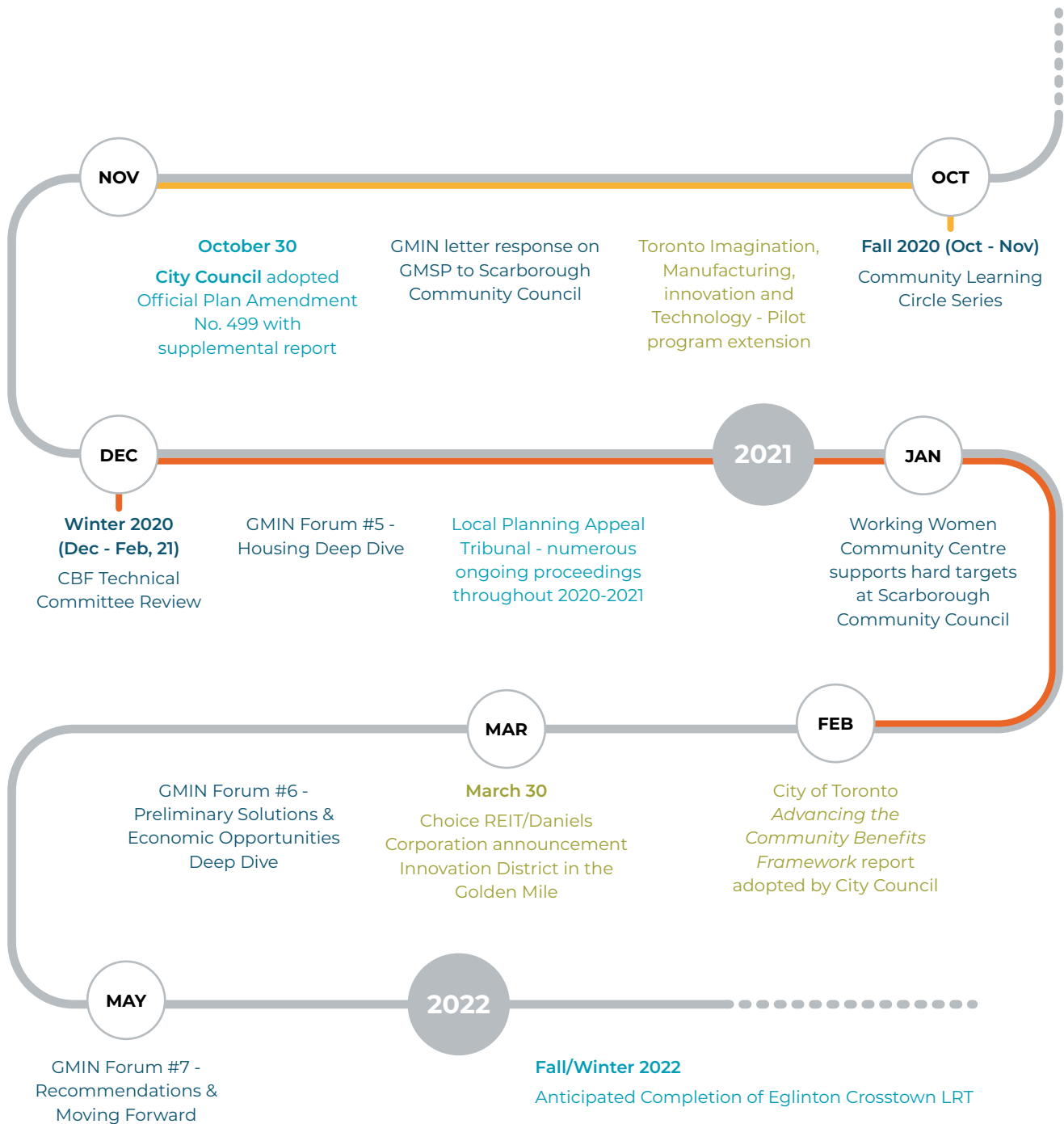
Government (City of Toronto)

Economic Development & Culture Division
Social Development, Finance & Administration Division
Strategic Initiatives, Policy & Analysis Division
Toronto Public Health
Toronto Public Library

Appendix B - Timeline: Community Benefits Framework of the Golden Mile







Appendix C - Table of Resident Engagement Events (July 2018 - Dec 2020)

	ENGAGEMENT EVENTS	DATE	INTERACTIONS
1	Inclusive Development Community Visioning and Planning	July 2018	22
2	Launch of CBF project	July 2019	21
3	Community Surveys	July 2019 - Feb 2020	181
4	Community Open House #1	August 2019	61
5	Pop-Up Voting Booth	Sep– Oct 2019	100
6	Power Mapping Workshop	October 10, 2019	33
7	ILEO Resident Advisory Table	November 2019	19
8	Community Open House #2	November 2019	64
9	Decent Housing Workshop	December 6, 2019	15
10	Deputation Workshop	January 6, 2020	7
11	Community Open House #3	February 19, 2020	22
12	Housing Definition Dotmocracy	February 2020	62
13	COVID Rapid Assessment Survey	August 2020	20
14	Community Space Consultation	Sept 2020	13
15	CBF Community Learning Circle Webinars	Oct-Nov 2020	21
16	Housing Rights in Redevelopment Workgroup	Nov 12, 2020	12
17	Building Community Wealth Webinars for Local Entrepreneurs	Nov 2020	11
18	Golden Mile Impact Forum	December 2020	14
	TOTAL		698

Appendix D - Policy Landscape

The following is a partial list of relevant legislation:

- *Golden Mile Secondary Plan*, now Official Plan Amendment 499 - A vision for complete communities includes policies that support distribution of community services across the Golden Mile area, encourages establishment of an innovation centre and replaces the community improvement plans.
- *Imagination, Manufacturing, Innovation and Technology* program, a municipal policy tool which employs tax incentives as a means to encourage eligible developments to work with the City of Toronto and ensure accountability for hard targets in local hiring.
- *More Homes, More Choice Act, 2019* (Bill 108) - Changes to the Planning Act through this Bill included the removal of Section 37 which formerly enabled the City to negotiate for community benefits in exchange for additional height and density of proposed developments. The Community Benefits Charge was introduced in replacement of Section 37 and will be used to collect funds for projects and programs.
- Bill 197 *COVID19 Economic Recovery Act, 2020* makes further changes to Community Benefits Charges, Development Charges, and Parkland Dedication. Community benefits charges will become the most flexible municipal tool for funding a wide range of soft and hard services.
- *For Public Benefits: City of Toronto Framework for Working with Community Based Not-For-Profit Organization* - The statement of commitment and principles within this document acknowledge that investing in public benefits, community spaces, innovative economic opportunities and affordable spaces are all essential aspects to creating vibrant, inclusive, and equitable communities.

Appendix E - Further Case Studies

Housing Diversity Case Studies

Gentle Density: Washington Housing Conservancy

The Washington Housing Conservancy is a non-profit organization that seeks to provide and develop affordable housing options across the Washington, DC region, with a goal to create economically integrated neighbourhoods, preserve affordability, reduce displacement, and increase economic prosperity for all community members. As part of a larger initiative known as the Washington Housing Initiative, the Washington Housing Conservancy has developed more than 3000 affordable workforce housing units for local residents, through needs assessment, partnerships with service providers and acquiring and operating real estate.

By purchasing properties in high impact neighbourhoods and creating affordable housing options through Gentle Density, this initiative provides low and middle-income households the opportunity to remain in or relocate to these neighbourhoods. With plans to receive funds through donations, Program Related Investments (PRI), and land contributions, this funding will be directed towards rent subsidies for residents, funding for neighbourhood services, and acquiring further real estate properties. The Conservancy also relies on the knowledge, skills, and expertise of the private sector making it unique to other housing initiatives and providing a template that is easily replicable by industry leaders in areas undergoing redevelopment.

YouthLink Housing Strategy for Survivors of Human Trafficking

YouthLink has developed an innovative housing strategy for survivors of human trafficking, in partnership with Children's Aid Society. The pilot is the first known housing strategy of its kind in Toronto, supporting young survivors of human trafficking, through subsidized, supportive housing. After completing a needs assessment, YouthLink intends to use existing co-op houses or a recently purchased building for this new initiative. The location will have six units available with all supports offered in-house, including a trauma-specific specialist, therapy, case management, employment opportunities, training, internships, and skill-building programs. Clients can stay in the program for one year with the hope that through YouthLink, they will secure long-term housing. They may also be transferred to YouthLink's transitional housing program for youth.



YouthLink's housing strategy will provide supports that create meaningful, sustainable changes in the lives of vulnerable young people. The initiative is exploring use of a peer mentor model to support clients as research has shown how effective this model is while also providing employment for community members. Through this model, clients will create connections to community members which will help them develop healthy relationships and integrate into the community. YouthLink is also actively looking to collaborate with community partners to create a more connected ecosystem for those experiencing housing insecurity. With the ongoing Golden Mile redevelopment, there is potential for new space acquisition to be used to support similar types of population-specific supportive housing.

Economic Opportunity Case Studies

Rexdale-Casino Woodbine

The Rexdale-Casino Woodbine CBA was the result of the Rexdale community's advocacy efforts. It was signed in 2018 between the City of Toronto and One Toronto Gaming and is part of a multi-year proposed development project that includes the expansion of a casino, two hotels, restaurants, retail stores, event venue, and on-site training centre. The CBA included hard targets with the City of Toronto including a \$5 million contribution from One Toronto Gaming for a childcare centre. It also included concrete local and social hiring goals such as 40% new hires through local and social hiring, at least 20% of the workforce through local hiring, and at least 40% of total employees should be full-time by 2022.

The Rexdale-Casino Woodbine CBA also included components of social procurement to include at least 10% of annual procurement through local or diverse suppliers. To date, the CBA has successfully led to One Toronto Gaming fulfilling the \$5 million contribution for the daycare centre, achieving 72% of new hires through local or social hiring, and achieving 60% of total employees reaching full-time status. In 2020, City of Toronto shared that the project reported \$116 million annual spend on local procurement, spread across 26 local suppliers within a 7 kilometers radius of the Casino Woodbine site.

ACCEL at Centennial College

ACCEL is a start-up accelerator at Centennial College that works with students, community members, and alumni ready to launch a business idea. ACCEL supports community members by providing aspiring entrepreneurs with training, business coaching, mentorship, and networking opportunities. Through in-depth training, consultations, coaching, and mentoring with industry professionals, ACCEL cultivates and sustains a connected ecosystem of start-ups and small business owners at all business development levels.

During COVID-19, ACCEL supported entrepreneurs and small business owners to pivot during the pandemic, access resources through the ecosystem and available digital spaces. ACCEL highlights the importance of creating economic opportunities for residents and the role entrepreneurs and small businesses play in the local economy, including during the redevelopment process.

Community Space Case Studies

Shipping Container Markets

Shipping containers are an innovative model of affordable commercial space that provide low-income entrepreneurs with interim space to test a business idea. Scadding Court Community Centre's Business Out of the Box (BoB) provides affordable retail space out of converted shipping containers, sharing the Centre's utilities. This low-cost built form creates a popup marketplace that offers everything from baked goods to a tattoo parlor. By offering subsidised rent and utilities, vendors are given the opportunity to test out products, as well as operating out of physical retail to understand their business operational and leasing needs. Using shipping containers that can be easily renovated, recycled, and placed in various locations in underutilised public spaces is sustainable investment. Similarly, Stackt Market is Canada's largest retail shipping container market using formerly vacant public land. Stackt will likely relocate as development occurs; highlighting how the flexible nature of shipping container markets can be a perfect solution in neighbourhoods undergoing redevelopment that provides relatively mobile economic opportunities for the community.

The Bentway Communal Picnics

The Bentway, located under the Gardiner Expressway, makes use of vacant public space to create opportunities for community engagement through creative projects, business opportunities, and public art. It is a model of voluntary private capital investment where ongoing programming and maintenance funding was incorporated into a trust. Through the support of a key donation made by philanthropists Judy and Wil Matthews, the Bentway was developed as a new community space that is able to provide funding and multi purpose, flexible venue options for an artist-in-residence program, events, and other projects making meaningful contributions to the community.

In collaboration with The Depanneur, The Bentway provided space for community members to connect through their annual Communal Picnics, even amidst the COVID-19 pandemic. This project provides business opportunities to diverse food vendors to cater events at a set menu pricing to community members. Local chefs featured reflected a mix of underrepresented and familiar cuisines, including traditional Mexican, Caribbean, South East Asian, European and West African food. The Bentway and the Depanneur provided marketing, promotion and logistical hosting support; charging a 30% fee from menu sales to recover costs. Food was provided safely last summer by contactless pickup and customers were encouraged to bring their own plates, cutlery, and drinks to picnic at socially distanced tables. In addition, the project provides a Pay It Forward option, allowing customers to buy a second meal donated to nearby shelters and respite centres highlighting how this innovative use of public space contributes to supporting fuller inclusion of surrounding communities.

wexPOPS: plazaPOPS x Wexford Heights BIA

plazaPOPS is a creative new initiative building pop-up markets for community gathering in community spaces such as underutilized POPS. This program is funded by Park People's Public Space Incubator Grant as well as the City of Toronto BIA Innovation Grant. plazaPOPS supports local community members and businesses through creating business opportunities and providing low-cost retail space in strip mall parking lots. WexPOPS, plazaPOPS' pilot project, launched in July 2019 in Wexford Heights parking lot, part of the Wexford Heights BIA located in Scarborough, offering fun, interactive programming, events, and services. WexPOPS occupied this space for six weeks throughout the summer engaging community members through diverse food vendors, cultural programming, and live events, showcasing local talent and highlighting the vibrant cultural heritage of communities in Wexford Heights.

Through engaging community members through musical performances, art workshops, and vibrant gardens, plazaPOPS highlights the potential of POPS as spaces for community gathering, engagement, and development. By providing business opportunities as well as employment and volunteer opportunities to local youth and community members, plazaPOPS serves as a template for inclusive economic opportunity. Using a modular design enables plazaPOPS to be mobile and recyclable emphasizing the potential of pop-up markets to offer mobile economic opportunities for community members, especially in rapidly changing neighbourhoods undergoing redevelopment.

Appendix F - Equitable Design Elements



Source: CMHC: [Universal Design in New Housing](#)

Examples of Good Design of Physical Space

St. James Park Playground (Toronto, Ontario)



(Photo Source: Earthscape)

The St. Lawrence neighbourhood is celebrated for its historical origins and is home to a diverse mixed-income community. Since 1805, the St. Lawrence Market has been a staple for Torontonians who have come to shop for fresh produce during the weekends. To celebrate this historical landmark, the playground at St. James Park was designed to resemble the character of the market with accessible play structures designed as food crates, flower pots, and foods.

Nunavimmiut Housing (Nunavik, Quebec)

In Nunavik, community members from the local indigenous tribe, the Nunavimmiut, worked with both the Quebec Housing agency, and architect Alan Fournier to design a two-bedroom duplex that is culturally sensitive to the culture of the community members. To accommodate the community needs, duplexes were designed to include a rear entrance to the building so that the living area always faced the sun and a cold porch to store their hunting materials. In addition, the duplexes were built on a foundation that does not damage the permafrost beneath the property thereby preserving the land in which the house is built on.



Source: School of Community & Regional Planning, University of British Columbia

Examples of Promoting Better Design Through Flexible Policy

West Chinatown (Toronto, Ontario)

West Chinatown, located within the Kensington- Chinatown neighbourhood of Toronto, is well known for its rich cultural identity. Within Chinatown, there are numerous ethnic businesses (both modern and traditional) that offer cultural products to their consumers. The layout of these businesses differs from traditional North American retailers; shops are often smaller in size, and many of these stores have their retail business extend onto pedestrian walkways. To be accommodating of their business practices, the City of Toronto has adopted lenient enforcement of City by-laws that prevents retail extending on the streetscape.

Commercial Zoning in Hamilton

To help promote local commercial opportunities, the City of Hamilton created the C1 Commercial Zone. This form of zoning regulation allows small businesses such as small coffee shops, restaurants and convenience stores to operate within residential neighbourhoods, including out of single detached dwellings, while preserving the character of the community. Enabling more flexibility in permissible uses further promotes more complete communities as home-based businesses and micro-enterprises can often better serve a community's local needs.



(Photo source: Alexander Gambin, 2019)

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