

Jane Finch Community Development Plan 2024-2034

Date: February 5, 2024

To: Economic and Community Development Committee

From: Executive Director, Social Development Finance and Administration and
General Manager, Economic Development and Culture

Wards: Ward 7 - Humber River-Black Creek and Ward 6 - York Centre

SUMMARY

The opening of the Finch West Light Rail Transit line stands to bring intensive and long-term change to the Jane Finch Area. Jane Finch is an area shaped by a history of underinvestment but also a history of community organizing and action responding to community needs. Growing evidence suggests that without focused investments in Reconciliation, equity and systems-wide strategies and supports, neighbourhoods with a history of underinvestment can experience increased levels of disruption and harm as a result of increased development pressure. For new investments to positively impact existing and new Jane Finch residents, holistic supports and policy frameworks must be put in place that reflect the diverse visions of Jane Finch residents, grassroots groups, local organizations, artists, and local businesses. New policies, programs and partnerships must focus where the need is greatest and address the inequities that shape the lives of residents, with priority given to Indigenous, Black, and equity-deserving groups in Jane Finch.

The purpose of this report is to present a proposed Jane Finch Community Development Plan, and to outline the interdivisional and community-led Jane Finch Initiative process that led to the proposed plan. The report also lays out immediate and longer-term next steps to implement the plan.

The Jane Finch Community Development Plan 2024-2034 is a resident-informed plan for the future of the Jane Finch Area led by Social Development, Finance and Administration and Economic Development and Culture. The Community Development Plan is a 25-year plan and commitment to Jane Finch that will be renewed every 10 years with the first 10 years beginning in 2024 and ending in 2034. The Jane Finch Community Development Plan accompanies the Jane Finch Secondary Plan – both aim to ensure that residents, local groups, organizations and businesses are supported as the area changes over time, including with the opening of the Finch West Light Rail Transit. To this end, the Jane Finch Community Development Plan sets out a 10-year community support and resourcing framework.

While the Secondary Plan will provide consistent land use and urban design guidelines for new development, the Community Development Plan is focused on social, economic, and cultural themes. Actions to support Jane Finch communities under these themes will continue to evolve through ongoing partnerships and discussions between multiple parties including the City of Toronto, residents, community organizations and local institutions.

The focus and content of the Community Development Plan are the result of a 2-year partner-led engagement process and intensive collaboration between participating City divisions and the Jane/Finch Centre. Through the engagement process, the Jane Finch Community Development Plan has identified the following eight action areas:

- Access to Space and Mobility
- Food Justice and Sovereignty
- Community Safety and Wellbeing
- Climate Action
- Arts, Culture and Heritage
- Inclusive Employment Opportunities
- Inclusive Entrepreneurship Opportunities
- Anti-Displacement Strategy

The Community Development Plan will advance actions across the eight action areas. The actions will be guided by principles that reflect the City of Toronto's commitments to Indigenous, Black and equity-deserving groups and vulnerable populations through the City's Reconciliation Action Plan, Action Plan to Confront Anti-Black Racism and broader equity-driven strategies, initiatives and programs.

In the process of developing the Jane Finch Community Development Plan, the City has established a strong interdivisional collaboration and community partnership approach to advance both the Jane Finch Community Development Plan and Secondary Plan. The lessons learned through the engagement and development process and through interdivisional collaboration will continue to inform ongoing monitoring and implementation.

RECOMMENDATIONS

The Executive Director, Social Development, Finance and Administration and the General Manager, Economic Development and Culture recommend that:

1. City Council request that the Executive Director, Social Development, Finance and Administration and the General Manager, Economic Development and Culture work with City Planning, Parks, Forestry and Recreation, Toronto Children's Services, Transportation Services, Toronto Employment and Social Services, Environment and Climate, Housing Secretariat and other relevant City divisions to form an interdivisional team to ensure ongoing collaboration, for the implementation of the Jane Finch Community Development Plan (Appendix A - Jane Finch Community Development Plan Vision & Actions).

2. City Council request that the Executive Director, Social Development, Finance and Administration and the General Manager, Economic Development and Culture and other relevant City divisions, in partnership with community groups, organizations, local businesses, institutions, foundations and other private sector partners, implement and monitor the Jane Finch Community Development Plan, beginning with the following key implementation actions for year one of a 10-year plan:

- a). Form a Community Partnership Circle, including a Resident Leadership Circle, that includes residents, businesses, and other community partners to ensure continual engagement, skill development and collaboration for the implementation of the Community Development Plan.
- b). Design and implement an Engagement and Communication Strategy working with the members of the Resident Leadership Circle to ensure ongoing resident participation and engagement throughout the implementation of the Community Development Plan.
- c). Develop a Community Impact Table in collaboration with foundations, funders, City divisions, business partners and other institutional partners to support the resourcing of actions identified in the Community Development Plan.

3. City Council request the Executive Director, Social Development, Finance and Administration, and the General Manager, Economic Development and Culture to work with Jane Finch community partners and groups to design and implement a Monitoring and Evaluation Framework for the ongoing monitoring of the Community Development Plan actions and to provide regular reports to the Jane Finch Community.

4. City Council request the Executive Director, Social Development, Finance and Administration and the General Manager, Economic Development and Culture to report through the 2025 Budget Process on the resources, staff and program operations required to ensure ongoing engagement and capacity-building of residents, with a priority focus on Indigenous, Black and equity-deserving groups and inclusive of grassroots groups, youth groups, community organizations and local businesses in Jane Finch throughout the lifetime of the Jane Finch Community Development Plan.

FINANCIAL IMPACT

Contingent on City Council's approval of the Jane Finch Community Development Plan, Year 1 actions to be started and implemented in 2024 include the formalization of several partnership tables, an Engagement and Communications Strategy and a Monitoring and Evaluation Framework. One-time funding of \$0.05 million (gross and net) has been allocated within the Mayor's proposed 2024 Operating Budget for Social Development, Finance and Administration, to fund resident engagement actions for the implementation of this Community Development Plan.

Based on the completion of the Year 1 actions, staff will submit a business case for consideration during the 2025 Budget process to seek further funding for staffing and program resources, to advance the goals and actions of the Jane Finch Community Development Plan.

There are no known current year financial implications to Economic Development and Culture resulting from the adoption of the recommendations contained in this report. Should any immediate costs arise from implementing the Jane Finch Community Development Plan in 2024, they can be accommodated through identifying alternative funding sources, offsetting reductions or reallocations within the Mayor's proposed 2024 Operating Budget. Any future year financial implications to Economic Development and Culture will be submitted for consideration as part of future budget processes, subject to the City's financial and resource capacity against other critical City-wide operating impacts.

EQUITY IMPACT STATEMENT

Consultations over three phases of engagement of the Jane Finch Initiative have highlighted longstanding concerns from residents about the potential impacts of gentrification and the threat of displacement, particularly for Black Torontonians and other equity-deserving groups, because of the development that transit investment is likely to stimulate. The Jane Finch area is shaped by collective legacies of colonization of Indigenous peoples and land, histories of systemic anti-Black racism and discrimination, and the institutional marginalization of broader equity-deserving groups in the area. These legacies shape the health and overall life outcomes of Indigenous, Black, and equity-deserving community members. The Jane Finch area is also shaped by long histories of community led action and organizing that have advanced more equitable visions of the Jane Finch area and Toronto writ large. With new transit and housing investments community members have expressed a strong desire for new supports and resources that will better enable existing residents to remain in community and benefit from the neighbourhood change process.

A Secondary Plan and a Community Development Plan will aim to respect, enhance, and preserve what residents value and envision about and for their neighbourhoods, amplify existing community-led initiatives and leadership, respond to unique issues facing Indigenous, Black, and equity-deserving groups, advance inclusive economic opportunities and invest in community improvements.

As the focus of this report, the implementation of a Community Development Plan more specifically offers the potential to recognize and enhance what residents value in their community today, and to address existing economic and social disparities between the Jane Finch area and the rest of the city through impactful programs and services for Indigenous, Black, and equity-deserving communities. It can also draw on the City's policy levers, partnerships and advocacy/influence with other orders of government to encourage new training and apprenticeship, employment and entrepreneurship opportunities for people experiencing economic challenges. The plan can additionally support enhanced access to community spaces and facilities, and collaborative community partnerships. Moreover, the plan can serve as the foundation for new and expanding anti-displacement policy work and developments over time.

Through its interdivisional and community participatory approach, the Jane Finch Initiative has intentionally aligned with several of the City of Toronto's Reconciliation and equity-focused strategies and commitments including the Toronto Poverty Reduction Strategy, the Toronto Strong Neighbourhoods Strategy, the Housing TO 2020-2030

Action Plan, the Toronto Reconciliation Action Plan and the Toronto Action Plan to Confront Anti-Black Racism. These strategies and commitments will continue to play a crucial role in the 10-year implementation of the Jane Finch Community Development Plan.

DECISION HISTORY

At its meeting of May 11 and 12, 2022, City Council adopted Item EC29.1, Jane Finch Initiative - Ideas Report and Community Development Plan Phase 2, and requested that the Executive Director, Social Development, Finance and Administration and the General Manager, Economic Development and Culture report back with a proposed Jane Finch Community Development Plan and associated resource requirements, informed by input from ongoing community consultation and coordinated with the City Planning division's work on developing a Jane Finch Secondary Plan.

<https://secure.toronto.ca/council/agenda-item.do?item=2022.EC29.1>

At its meeting on June 29, 2020, City Council adopted Item EC12.1, Jane Finch Initiative - Community Development Plan and Updated Land Use Planning Framework, which requested three divisions - City Planning, Social Development, Finance and Administration and Economic Development and Culture - to begin the first phase of a collaborative community planning initiative and an associated resident, stakeholder and Indigenous engagement process in the Jane Finch area that would advance social equity and economic inclusion for current and future residents, manage future growth and development, and guide investment in infrastructure and services.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.EC12.1>

At its meeting on December 9, 2015, City Council adopted Item PG8.9, the Finch Avenue West and Sheppard Avenue East Corridors – Planning Study Approach, which requested the Chief Planner and Executive Director, City Planning, to initiate a planning study focused on the area around Keele Street and Finch Avenue West in recognition of planned rapid transit investments -- the Toronto-York Spadina Subway Extension and the Finch West Light Rail Transit. Through Item PG8.9, City Council also approved two subsequent areas for future planning studies along Finch Avenue West: 1) Jane Street and Finch Avenue West; and 2) Albion Road, Kipling Avenue and Finch Avenue West.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.PG8.9>

BACKGROUND

The Jane Finch Initiative is an interdivisional study initiated to guide the development of the Jane Finch area. It was informed by a community engagement process that was facilitated by the Jane/Finch Centre, a multi-service community-based organization located within the study area. City Planning, in collaboration with Parks, Forestry and Recreation, Transportation Services, Toronto Water, Children's Services, Environment and Climate, Social Development, Finance and Administration, and Economic Development and Culture, has developed a recommended Jane Finch Secondary Plan and Urban Design Guidelines. Through a parallel process, the Social Development Finance and Administration and Economic Development and Culture divisions developed the Jane Finch Community Development Plan. Once adopted, these two

plans can advance social equity and economic inclusion while guiding growth and development in the area, which is likely to be accelerated by the opening of the Finch West Light Rail Transit line.

The study was undertaken in three phases, each with a comprehensive round of public engagement (summarized below with additional detail provided in the next section):

- **Phase 1 - Taking Stock (2021):** This first phase involved building an understanding of existing conditions and valued community assets, developing a vision and guiding principles, and identifying emerging issues, opportunities and priorities. This phase also included the recruitment of the Jane/Finch Centre as a lead partner for community engagement and facilitation of the Community Advisory Committee. A key deliverable was the Jane Finch Initiative Existing Conditions Background Report, with further detail elaborated in a series of thematic background memos.
- **Phase 2 - Exploring Options (2022-23):** The study's second phase kicked off with City Council's adoption and public release of the Jane Finch Ideas Report, which identified policy directions for public consultation. Work in this phase related to land use was supported by a consultant team that generated options related to parks and public realm, mobility and urban design/built form.
- **Phase 3 - Final Plans:** The final phase of work began with the release of the draft Secondary Plan, Urban Design Guidelines and Community Development Plan for public, stakeholder and agency comment. The recommended Community Development Plan actions attached to this report, and the parallel Secondary Plan and Urban Design Guidelines, represent the conclusion of the final phase of the Jane Finch Initiative.

Phase 2 and 3 Community Engagement and Stakeholder Consultation

The City partnered with the [Jane/Finch Centre](#), a community-based non-profit agency, to facilitate community engagement for the Jane Finch Initiative. This partnership allowed for comprehensive engagement in each of the three phases of the study. Engagement happened through different methods, including regular meetings with the Community Advisory Committee, public meetings, focus groups, specialized youth engagement events, pop-up events in busy public spaces, use of asynchronous online engagement tools, and targeted stakeholder consultation for both the land use planning framework and the Community Development Plan.

The Jane/Finch Centre has produced a summary report on Phase 1 community engagement that is posted on the Jane Finch Initiative webpage (www.toronto.ca/janefinch), developed by City staff to ensure public access to all information and events related the study. The Jane/Finch Centre has also produced a Phase 2 engagement report, organized around eleven themes detailing the input received on draft policies and actions. The report can be found in Appendix C - Jane Finch Centre Phase 2 and Phase 3 Engagement Report.

Additionally, the City retained Innovation Seven - an [Indigenous-owned firm specializing in engagement and advisory services related to Reconciliation](#) - during 2022 and 2023 to engage the city's urban Indigenous communities, as well as Treaty Holders and

traditional caretakers of the lands in Jane Finch. This allowed for staff to receive input on engagement practices as well as work towards reflecting the priorities of Indigenous communities in the final policy documents. Innovation Seven's summary report is included in Appendix D.

Phase 1 engagement activities took place virtually and reached 453 people. In Phase 2, in-person and virtual engagement reached 1000 participants. In Phase 3, 299 participants engaged in the project.

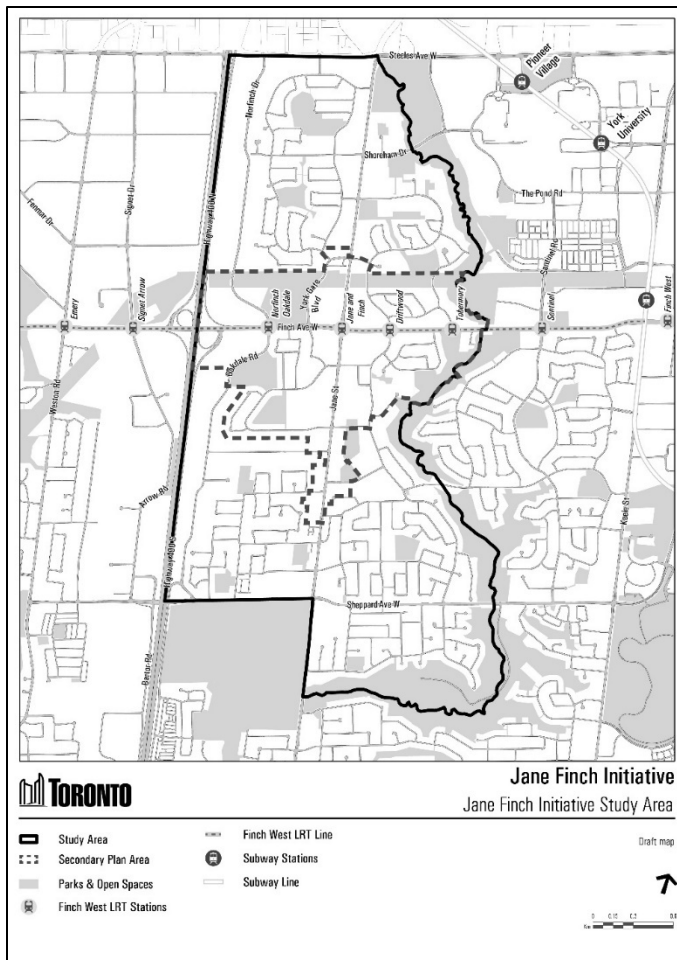
Community Development Plan Area and Study Boundary

The study boundary, shown by the solid black line in the map to the left, aligns with two City-designated social planning neighbourhoods: Neighbourhood 24-Black Creek and Neighbourhood 25-Glenfield-Jane Heights. The Community Development Plan applies to the lands within the study boundary. The study boundary also defined the area of focus for community engagement.

COMMENTS

Why is a Jane Finch Community Development Plan Needed?

The Jane Finch area is poised to undergo significant change in the years ahead.



Construction of the Finch West Light Rail Transit, running from Finch West Station to Humber College, is underway with completion planned for 2024. With the arrival of the Light Rail Transit, real estate investment has already started to increase in the area with the anticipation of new transit and is expected to increase further, especially within walking distance of the study area's four future Light Rail Transit stops. Development interest is anticipated, in particular on larger sites within the area, the largest of which are three shopping malls with significant surface parking at the Jane Street and Finch Avenue West intersection.

Investment in the Finch West Light Rail Transit line has the potential to provide convenient and reliable rapid transit to residents, businesses and institutions in Jane Finch, improving connections to the city's higher-order transit network for a part of the city that has been underserved. However,

investment in rapid transit alone will not lead to the development of inclusive neighbourhoods without supportive frameworks. Increased transit investment and development pressures, without the right investments and policy frameworks, can disproportionately impact and destabilize lower-income Indigenous, Black, and equity-deserving groups of residents that have called Jane Finch home. New and increased investments in neighbourhoods with a history of underinvestment require holistic strategies that guide and accompany neighbourhood change to ensure that the City fulfills its commitment to promoting an equitable and just Toronto.

Holistic strategies that guide and accompany neighbourhood change are particularly important when considering Toronto-wide racial spatial trends. Growing racial spatial income inequality is reshaping Toronto in several ways: 1. Deepening housing unaffordability accompanied by widening inequities has been disproportionately eroding the livelihoods and well-being of Black and racialized residents over the last 25 years; 2. New investments in transit and increased development unaccompanied by equity driven strategies have had a particularly deep and destabilizing impact on Black residents living in neighbourhoods with a historically strong Black resident and commercial presence; 3. Toronto neighbourhoods where more Black renters live experience higher rates of rental eviction and before 2019 Jane Finch had the highest eviction filing rates in Toronto; 4. These trends are part of larger inequities embedded in social, economic, and political systems. Without intentional and coordinated policy action and intervention, new investments meant to promote prosperity can dangerously deepen inequities in systems, policies, programs and services in Jane Finch and manifest into complex conditions such as deep housing insecurity, displacement, food injustice, poverty, local economic insecurity, community violence, crime, and disproportionate vulnerability to climate change. This is particularly true for Indigenous, Black and equity-deserving residents. While the COVID-19 pandemic disproportionately impacted the health and economic livelihoods of Black and racialized residents in Jane Finch it also highlighted the steep costs associated with unaddressed racial spatial inequity in Toronto. New investments in Jane Finch must be accompanied by policy frameworks and investments that promote positive systemic change and equitable life outcomes for Jane Finch residents.

In December 2015, City Council directed staff to undertake planning studies for focus areas along the Finch Avenue West Light Rail Transit Corridor in advance of the opening of the new transit line. In anticipation of new transit investment and the potential for growth and change in the area, several City divisions sought City Council direction to collaborate on a community planning exercise in 'Neighbourhood 24 - Black Creek' and 'Neighbourhood 25 - Glenfield-Jane Heights', centred on the intersection of

1 Hulchanski 2018 ["How Segregated is Toronto? Inequality, Polarization, and Segregation Trends and Processes"](#) University of Toronto.

2 Leon & Iveniuk 2021 ["Widening Housing Inequities: Long-term housing affordability in the Toronto Census Metropolitan Area 1991-2016"](#) Wellesley Institute.

3 Lewis 2022 ["The Uneven Racialized Impacts of Financialization: A report for the Office of the Federal Housing Advocate"](#)

4 Leon & Iveniuk 2020 ["Forced Out: Evictions, Race, and Poverty in Toronto"](#) Wellesley Institute.

Jane Street and Finch Avenue West. City Planning is the lead on the Jane Finch Secondary Plan, which will provide a policy framework that determines the desired land use, density, built form, infrastructure, and public realm that can be built within its boundaries. In June 2020 City Council, requested staff from City Planning, Social Development, Finance and Administration, and Economic Development and Culture to begin the first phase of a collaborative community planning initiative and an associated resident, stakeholder and Indigenous engagement process in the Jane Finch area that would advance social equity and economic inclusion for current and future residents, manage future growth and development, and guide investment in infrastructure and services.

These three lead divisions have worked collaboratively over four years to lead the Jane Finch Initiative, engaging several additional divisions in the process. Through an extensive phased engagement process in collaboration with Jane/Finch Centre, local residents have actively worked to shape the vision, ideas and plans put forth for their community.

The Jane Finch Initiative includes three integrated streams of work:

- 1) comprehensive engagement;
- 2) a Community Development Plan, and
- 3) an update to the land use planning framework - a Secondary Plan.

The Community Development Plan and the Secondary Plan are meant to work in complementary ways to advance social equity and economic inclusion for current and future residents, manage future growth and development, enable current residents to grow in place, and guide investment in infrastructure and services.

The Jane Finch Community Development Plan is the first of its kind. The Jane Finch Community Development Plan not only responds to the challenges associated with neighbourhood change but also aims to support and magnify long histories of action, organizing, and mutual aid led by Jane Finch residents, not-for-profit organizations, artists and artist collectives and business owners. The Jane Finch Community Development is a 25-year plan with a 10-year renewal cycle because the City of Toronto recognizes that systemic change and intentional community aligned resourcing requires long term commitment and relationship with existing and new Jane Finch residents, local businesses, community organizations, and artists.

The pending Downsview Community Development Plan that will accompany the Update Downsview Secondary Plan has followed a similar development model. Both the Jane Finch Community Development Plan and the Downsview Community Development Plan and accompanying Secondary Plans will support the development of a model and approach to Community Development Plans in the future. An overview of an initial framing for Community Development Plans can be found in Appendix B - What is a Community Development Plan?

The Jane Finch Community Development Plan

The Jane Finch Community Development Plan is defined by a series of principles, action areas, and actions that reflect in-depth engagement with residents, local

businesses, artists, and community-facing organizations that will guide investments in Jane Finch over the next 10 years.

Partnership and Engagement Process

The Jane Finch Community Development Plan is the result of community-based engagement. Through a partnership with the Jane/Finch Centre, the Jane Finch Initiative engaged approximately 1453 residents through phases 1 and 2 through various methods. A full overview of Phases 2 and 3 is detailed in *Appendix C: Jane Finch Initiative Phase 2 and Phase 3 Engagement Report*.

The Partnership and Engagement Process in Phase 2 of the Jane Finch Initiative represents a comprehensive and collaborative approach towards developing an integrated Community Development Plan for the Jane Finch area, focusing on social equity and economic inclusion. The engagement process involved significant planning and investments from the outset, with an emphasis on community input. The initiative was led by a not-for-profit organization, the Jane/Finch Centre, highlighting a community-driven and resident-informed approach.

The City's partnership with the Jane/Finch Centre, a local facilitation team, exemplified a commitment to community engagement. The Community Advisory Committee, selected through a civic lottery, played a crucial role in providing oversight, accountability, and diverse perspectives. The Community Advisory Committee, comprised of community members reflecting the local demographic diversity, actively participated in monthly meetings, offering valuable feedback on development applications, community-led projects, and relevant City initiatives. Their consensus-building approach fostered open dialogue and understanding, making the Community Advisory Committee a vital platform for communication between residents, City staff, and other stakeholders. The commitment to inclusivity and community representation is evident in the Community Advisory Committee's dedication to ensuring the voices of the Jane Finch community are heard and considered in shaping the future of the area.

The engagement process was further enriched by partnerships with local organizations, youth facilitators, and focused consultations with specific stakeholder groups, Black and equity-deserving groups. Some of the engagement meetings focused on landowners, and City staff developed a survey and led engagement meetings with local businesses.

In addition to formal events, the Jane/Finch Centre conducted one-on-one interviews and small group conversations, capturing valuable insights. Specific efforts were made to involve youth in shaping the future of the community, recognizing their role as leaders in the engagement process.

The Jane Finch community identified three fundamental principles and eight action areas, utilizing the Jane Finch Initiative Ideas Report as a guiding framework. Adopted in May 2022, City Council directed staff to use the Ideas Report as a foundational document for the second phase of community engagement as it included a thorough analysis of community input and proposed actionable measures for the ensuing phase. The engagement framework for Phase 2 included various methods such as in-person and virtual events, thematic focus groups, online community consultations, cultural

heritage interviews, deep dialogue workshops, and monthly Community Advisory Committee meetings.

Community Development Plan and Secondary Plan Alignment

The Jane Finch Initiative is comprised of two parallel and complementary plans, a Secondary Plan and a Community Development Plan, to be brought forward to City Council for approval in the same policy cycle. This represents a more comprehensive approach to long term community planning that draws on tools and partnerships beyond what can be achieved through the tools of a Secondary Plan alone.

The versions being brought forward by staff are guided by a shared future vision for Jane Finch – identified through engagement with residents, businesses, local artists and local groups – that builds on the area’s extensive community assets. Both plans centre equity with a specific focus on impacts for Indigenous, Black, and equity-deserving groups, and anti-displacement, with prioritization of existing residents' and businesses' ability to remain and thrive as growth and neighbourhood change occurs.

Among some key policy and action areas of alignment between the two plans, the principles of the Community Development Plan are supported by the housing policies of the Official Plan, especially policies related to the protection of rental housing, the requirement for a mix of unit types in new development, and the prioritization of affordable housing. The Secondary Plan also supports the inclusive economic development goals and actions of the Community Development Plan through the required replacement of non-residential space through redevelopment and the encouragement of small storefronts and kiosk space for community-serving and independently owned businesses. The Secondary Plan also encourages exploring opportunities for Community Land Trusts and cooperative models to secure new commercial space and new affordable housing. Further, the Secondary Plan strongly encourages new developments to establish local and social hiring pathways and training and apprenticeship opportunities, social procurement, and the provision of space for business incubation and social enterprises.

Additionally, a typical feature of all Secondary Plans is a Community Services and Facilities strategy that projects population growth and ensures that schools, community centres and other key community infrastructure are adequate to serve existing and future residents, based on population projections. Investment in these facilities is key to supporting the community wellbeing and resilience goals of the Community Development Plan.

The Secondary Plan and the Community Development Plan are aligned by policies and actions in each dealing with access to food; mobility options; climate action; natural and cultural heritage; and local arts. For this last category, the Secondary Plan restates the City's commitment to support a Community Hub and Centre for the Arts, provides guidelines for the installation of public art and encourages cultural events and street festivals. The Community Development Plan complements these commitments with specific actions that include delivering the Cultural Hotspot program in Jane Finch in 2024 and partnering with the Toronto Arts Council to provide enhanced support for applicants in the neighbourhood.

Finally, the Secondary Plan aligns with the Growing in Place Initiative and the principles of mitigating displacement as the area changes and grows. The Secondary Plan requires that developers submitting applications demonstrate how their proposal responds to the Community Development Plan, including its anti-displacement strategy. The Secondary Plan also encourages landowners considering redevelopment to engage with community and Indigenous, Black, and equity-deserving groups identified in the Community Development Plan before applying.

The sections below provide a detailed overview of the principles and actions that constitute the Community Development Plan, further elaborated in Appendix A. As a living process, the Community Development Plan will undergo comprehensive updates to ensure it evolves with the needs of the Jane Finch Community.

Principles, Actions Areas, and Actions

The Jane Finch Community Development Plan serves as a 10-year framework for enhanced support, resourcing, and partnership with the Jane Finch neighbourhood. It directly responds to what the City heard from residents, local businesses, artists and artist collectives, and local not-for-profit organizations through Phase 1 and Phase 2 of the engagement process. The Plan is framed by 1) guiding principles; 2) thematic actions areas; and 3) specific actions within each action area. The full scope of the Jane Finch Community Development Plan principles, actions areas, and actions are presented in Appendix A - Jane and Finch Community Development Plan Vision and Actions.

Through Phase 1 and Phase 2 of the Jane Finch Initiative, the City of Toronto developed high level principles that will serve to frame the commitments in the plan and guide the City of Toronto's focus and approach to implementing the Jane Finch Community Development Plan. The principles were developed in response to resident experience and feedback as well as being informed by the broader recognition that all strategies must be guided by and rooted in the City's commitments to Truth and Reconciliation, dismantling systemic anti-Black racism, and advancing systems change in the interests of equity-deserving groups and vulnerable populations. Establishing and advancing a principle-driven Community Development Plan for Jane Finch ensures that all actions outlined in the plan serve as expressions of these commitments both in their impacts and in the way they offer benefits to the broader community through a targeted universalism framework. Targeted universalism being the removal of systemic barriers experienced by the most disadvantaged communities, which ultimately can create benefits for all residents.

The three guiding principles for the Jane Finch Community Development Plan are as follows:

Table 1: Jane Finch Community Development Plan Guiding Principles

<p>Indigenous Reconciliation</p>	<p>Ongoing engagement and relationship with Indigenous Rights Holders, residents, and organizations is an essential step towards Reconciliation, honouring Indigenous sovereignty and addressing the prevailing impacts of colonialism and anti-Indigenous racism. The City of Toronto through the Indigenous Affairs Office established the Reconciliation Action Plan to guide the City's commitments to truth, justice, and Reconciliation. There is great potential for the Jane Finch Community Development Plan to increasingly align with Indigenous communities, restore Indigenous identity within the landscape and in public spaces, connect people to arts and culture, and build community resources and programs in the future.</p>
<p>Confronting Systemic Anti-Black Racism</p>	<p>The impacts of systemic anti-Black racism continue to shape the lives of African, Caribbean, and Black residents in Jane Finch and across Toronto. The City of Toronto through the Action Plan to Confront Anti-Black Racism led by the Confronting Anti-Black Racism Unit has established a guiding policy framework aimed at advancing the interests of Black communities while also leading efforts to dismantle the systemic barriers that continue to negatively impact the life outcomes of Black residents. The Jane Finch Community Development Plan will support transformative approaches to safety and wellbeing, address gentrification and Black displacement, support Black arts and promote Black food sovereignty for Black communities in Jane Finch.</p>
<p>Partnership & Resourcing</p>	<p>The Community Development Plan creates an opportunity to work with Jane Finch residents, organizations and resourcing partners to ensure that the plan is implemented in a way that is truly impactful for residents and aligns with their visions for the neighbourhood. Through collaboration with foundations, funders, and resourcing partners the City aims to identify diverse streams of resourcing for the Community Development Plan. The Community Development Plan will also advance new models for ongoing civic engagement and resident participation in the implementation of the plan. The plan will prioritize the development of a community partnership structure and model to support resident participation and collaborative monitoring and evaluation of actions and establish a Jane Finch Table with foundations, funders, and other relevant stakeholders.</p>

Guided by the principles explained above, the Jane Finch Community Development Plan has eight action areas that reflect and respond to communities' priorities identified

the Jane Finch Initiative Community Engagement Process. The eight action areas are as follows:

1. Access to Space and Mobility

The Community Development Plan acknowledges that community spaces are a critical site for residents, community leaders, community groups and not-for-profits providing needed supports to the Jane Finch community. Affordable community spaces foster community building, promote stronger relationships between residents and help create a strong sense of place. At the same time Indigenous, Black and equity-deserving groups, newcomers, +2SLGBTQI residents, and seniors experience benefit from public spaces that are safe, welcoming, and accessible. Jane Finch residents have a long and documented history of advocating for improved indoor and outdoor public space. Informal community spaces are often shaped by intentional holistic planning and design principles that advance Truth and Reconciliation, racial justice, and equity. New and increased investments in the area create a significant opportunity to explore the ways that indoor and outdoor community spaces can be made accessible and equitable.

Actions to expand access to space include but are not exclusive to exploring opportunities for providing affordable, culturally relevant, and quality non-profit licensed childcare with a focus on low income Indigenous, Black and equity-deserving households and working with community partners to expand technological programming.

2. Food Justice and Sovereignty

The Community Development Plan's commitment to support the expansion of food justice and sovereignty is informed by extensive community engagement and the established history of food justice and food sovereignty advocacy and action in the neighbourhood. Through community-led initiatives and innovative land ownership approaches, the Community Development Plan aims to contribute to local food systems transformation. For Black, Indigenous, and equity-deserving residents, this is not just about improving access to affordable, nutritious, culturally relevant foods but also to create more opportunities for active engagement with and ownership of local food production.

Actions to support and promote food justice and food sovereignty include identifying opportunities to realize priorities outlined in the Black Food Sovereignty Plan, improving access to space and lowering permitting barriers for Indigenous and Black residents engaged in food production, and supporting the retention and or replacement of existing supermarkets that residents rely on.

3. Community Safety and Wellbeing

The Community Development Plan will further align with resident organizing and advocacy in the Jane Finch area calling for new and bold approaches to community safety and wellbeing. The City of Toronto envisions a Jane Finch in which residents, advocates, and local organizations are better supported to address the root causes of violence and insecurity through public health approaches to community and wellbeing that address the social determinants of health. Improved and increased access to

mobility pathways is a critical component of community safety and wellbeing and will serve to enhance resident experience.

Actions to enhance community safety and wellbeing in Jane Finch include but are not exclusive to efforts to increase understanding of and decrease stigma around mental health through community engagement initiatives, supporting residents and community organizations increased engagement with City of Toronto-led community safety and wellbeing supports, and exploring opportunities to enhance and expand supervised recreation and sports facilities for youth.

4. Climate Action

The Community Development Plan will align with, support, and magnify climate advocates' efforts to realize place-based climate action in Jane Finch. The Community Development Plan is guided by a vision of climate action that centres Indigenous, Black, and equity-deserving residents and vulnerable populations as both the leaders and beneficiaries of climate action efforts. The City of Toronto envisions a Jane Finch that is increasingly resilient and able to adapt to the immediate and anticipated future impacts of extreme weather and hazards from climate change. This vision also sees a Jane Finch in which residents, families, local organizations and institutions, labour force members (workers), and local businesses directly benefit from climate mitigation and climate resilience investments.

Actions to support climate justice and action include but are not exclusive to working with funders and partners to expand support for neighbourhood climate justice efforts led by Black-led, Black-serving, Black-mandated (B3) organizations and supporting Jane Finch residents to participate in City-led climate granting schemes.

5. Arts, Culture, and Heritage

The Community Development Plan aims to promote a Jane Finch area that is home to an engaged and passionate artistic community that includes Indigenous, Black and equity-deserving visual artists, musicians, performers and event organizers that range from grassroots to the more established. Further, the plan aims to ensure that artists and organizations have access to local space to practice their art form, and create, exhibit and operate organizations; funding is available to support projects and operating expenses for organizations; and the community is alive with art, including murals, public art and festivals that highlight and celebrate local artists and creatives.

Actions to support arts, culture, and heritage include but are not exclusive to delivering the Cultural Hot Spots program within Jane Finch. There is also proposed support for the development of a new site for the Community Music Schools of Toronto in Jane Finch and a Jane Finch Hub Community Hub and Centre for the Arts.

6. Inclusive Employment Opportunities

The Community Development Plan aims to ensure that Jane Finch residents have improved economic outcomes via stable and well-paid job opportunities, including with local employers, and are supported to further develop qualifications and access job openings and workforce pathways.

Actions to support inclusive economic opportunities include but are not exclusive to exploring opportunities for equity focused community benefit initiatives related to employment and procurement and supporting Toronto Community Housing Corporation community economic development plans as part of Firgrove redevelopment.

7. Inclusive Entrepreneurship Opportunities

The Community Development Plan aims to ensure that Jane Finch residents are supported to start and grow businesses within and beyond the community and have access to appropriate and affordable space; and that, in turn, businesses located within the Jane Finch community can continue to provide key goods and services for residents.

Actions to support and promote inclusive entrepreneurship opportunities include but are not exclusive to providing expanded Toronto Entrepreneurship Services programming in Jane Finch, collaborating with partner organizations to provide additional entrepreneurship support services and mentorship in the area, and connecting local candidates to business incubation spaces.

8. Anti-Displacement Strategy

The City of Toronto recognizes Jane Finch is shaped by a history of residents, organizations, and community actors advocating for responsible and just investment and neighbourhood growth. To enhance existing Indigenous, Black and equity-deserving residents' ability to benefit from new investments in Jane Finch, City staff have developed the first phase of an evolving Jane Finch Community Development Plan anti-displacement strategy. The anti-displacement strategy is founded on the City's Confronting Anti-Black Racism Unit's Growing in Place Initiative that aims to address the unique impacts of gentrification and Black displacement on neighbourhoods with historically high populations of Black residents. Efforts to address gentrification and Black displacement as a unique phenomenon sets a foundation for new initiatives and policy interventions that will ultimately benefit all existing residents of Jane Finch.

Actions to support and promote anti-displacement include but are not exclusive to encouraging developers to reflect on displacement in development applications, supports for tenants rights education, and opportunities to support the exploration of community ownership models and land trusts.

Short and Medium Terms for Actions

Each action area features short-term and medium-term actions. Short-term actions can be activated by the City and community partners in the first 5 years of the Community Development Plan. Medium-term actions are intended to be implemented over the next 5-10 years as they require further engagement of partners and guidance from community members before they are activated. The City will seek funding and other partnerships to support the delivery of both short-term actions and medium-term actions.

The actions outlined in the Jane Finch Community Development will be responsive to ongoing engagement with communities throughout the lifespan of the plan. In this way, the Jane Finch Community Development Plan will be a 'living' plan that is responsive to

the needs of the Jane Finch community and opportunities presented through city-wide partnerships with institutional and community partners and ongoing policy development within Toronto.

Community Development Plan Implementation Process

The actions of the Community Development Plan will be implemented over 10 years, guided by a series of vision statements associated with each of the Community Development Plan action areas. Year one of the Community Development Plan will focus on setting the foundations for the advancement of the Plan over the 10-year period. The visions of the Community Development Plan are intended to inform a 25-year commitment and process, even though the content of the plan will be updated after 10 years.

Indigenous Relationship and Engagement

The Community Development Plan centers Truth and Reconciliation as the guiding principle for the plan over the next 10 years. The City recognizes that building relationships with Rights Holders, traditional caretakers, Indigenous residents, and Indigenous-serving agencies takes time and requires an intentional and well-defined process. The City divisions will focus the first year on engaging Indigenous Rights Holders, residents, and partners to further develop the focus of the plan so that it actively contributes to the advancement of justice, Truth and Reconciliation efforts in the Jane Finch area. To this end, the City divisions will look to establish key partnerships and relationships with Indigenous led organizations and networks for further shaping the plan around a commitment to Truth and Reconciliation.

Actions Refinement and Sensitization

Throughout year one, the City will continue to work with existing and emerging divisional partners to advance discussions around the implementation of the plan's actions. A number of the mid-term actions will require deeper and longer-term engagement with City of Toronto policy leads to create pathways towards full implementation. At the same time, the City will continue to engage with residents, organizations, and local institutions to raise awareness of the plan's focus while also exploring ways to further align the plan's actions with resident perspectives and needs.

Community Impact Table

A defining feature of the Jane Finch Community Development Plan implementation will be a Community Impact Table. City staff recognize that in order to meet the desired outcomes, it will be critical to partner with United Way Greater Toronto and other stakeholders who have experience in place-based initiatives. Table members will include public-, foundation-, institutional- and private-sector partners who are invested in supporting community organizations, residents and progress in Jane Finch. This table will draw on United Way Greater Toronto's expertise in place-based granting, evaluation and strategic partnerships to leverage resources and support.

The Community Impact Table will coordinate the many intersecting initiatives and investments to improve impact with the neighbourhood as the focal point for change, grounded in the action areas of the Community Development Plan. It will provide an opportunity to align the work and investments of partners to further the impact of City investments over the first 10-year span of the plan. Finally, these partnerships will also

serve as a learning space for City staff, residents, local businesses, artists, and resourcing partners, sharing best practices around community investments.

Partnership and Civic Participation

Resident and community partnerships have been a defining feature of the Jane Finch Initiative process. Through the establishment of the Community Advisory Committee, the City has maintained a partnership with a standing group of dynamic and diverse residents with a strong understanding of the Jane Finch area. The City the paramount importance of taking key lessons learnt from the Community Advisory Committee and other City-led advisory bodies and accountability structures to inform the development of a Jane Finch Community Development Plan Partnership Circle, including a Resident Leadership Circle, that will span a 10-year plan. The Partnership Circle will be designed to be inclusive of resident leads, community groups, organizations, institutions, and local businesses. In the first year, the City will seek to develop the Terms of Reference and model for the Partnership Circle and identify ways the Partnership Circle will exist in relationship to the Community Development Plan implementation process. The City will also work collaboratively with community partner and resident groups to establish a Leadership Circle to ensure Jane Finch residents have greater involvement in City policy implementation processes.

Monitoring, Evaluation and Learning

Through the Jane Finch Initiative process, the City recognized the importance of collaborative ways to monitor, evaluate, and learn through the implementation process. Deliberate collaboration with partners strengthens City decision-making and planning as well as enhances community partnership and resident engagement. In year one, the City will work with community and institutional partners and relevant stakeholders to develop a monitoring, evaluation, and learning framework that maximizes effectiveness of collaboration and sustainable impact for the Jane Finch Community Development Plan. As a part of this process, the City will leverage the participation of the key tables including the Community Impact Table, the Jane Finch Community Development Plan Partnership Circle, and residents recruited for the Resident Leadership Circle to ensure that the monitoring, evaluation and learning framework is people-centered, evidence-based, transparent and iterative, while also reflecting the best practices employed by institutional partners. The City of Toronto will take primary lead for the development and implementation of the monitoring, evaluation, and learning framework but will also look to foster collaboration and partnership with academic, community, and other institutional partners in the advancement of a framework that can track and measure collaborative inputs, outputs and outcomes.

NEXT STEPS

As identified in this staff report, the Jane Finch Community Development Plan involves a 25-year commitment with a set of actions to be implemented over the next 10 years. It is intended to be a living document that is updated over time with the involvement of multiple partners. However, some immediate suggested next steps are clear and are the focus of this report's recommendations to City Council.

Upon City Council adoption of this report and associated recommendations, staff have proposed to build on extensive interdivisional collaboration on the Jane Finch initiative to date and to form an interdivisional team for the ongoing implementation of the

Community Development Plan. In the first year after the Community Development Plan's adoption, staff will continue to collaborate across divisions to advance the implementation of short- and mid-term actions related to process and program delivery. Some short-term actions are ready to be implemented within existing resources.

Further, the recommendations of this report call for year one establishment of several tables and mechanisms to ensure ongoing collaboration between the City and community partners in the implementation of the Jane Finch Community Development Plan. These include a Community Partnership Circle, a Resident Leadership Circle; an Engagement and Communication Strategy; a Community Impact Table with foundations, business partners and other funders; and a Monitoring and Evaluation Framework.

Building on the establishment and initial operations of these various partnership tables and mechanisms, and the more specific Community Development Plan actions that they help prioritize, staff have proposed to submit a business case for consideration during the 2025 Budget Process to staff and resource the actions, services and programs identified for the implementation of the Jane Finch Community Development Plan.

Finally, this staff report recommends as a more distant next step that interdivisional staff will report back to City Council five years after the initial adoption of the Community Development Plan to provide an update on progress to date and to get Council direction on evolving principles and actions for the next five years.

CONTACT

John Smith, Manager, Community Development, Social Development, Finance and Administration, 416-397-4495, John.Smith@toronto.ca

Imara Ajani Rolston, Policy Development Officer, Confronting Anti-Black Racism Unit, Social Development, Finance and Administration, 416-797-0938, Imara.Rolston@toronto.ca

Dan Rosen, Policy Development Officer, Policy and Research, Economic Development and Culture, 416-397-7486, Dan.Rosen@toronto.ca

Andrea Raymond-Wong, Senior Arts Development Coordinator, Arts and Cultural Services, Economic Development and Culture, 416-338-2469, Andrea.RaymondWong@toronto.ca

SIGNATURE

Denise Andrea Campbell
Executive Director, Social Development, Finance and Administration

Pat Tobin
General Manager, Economic Development and Culture

ATTACHMENTS

Appendix A: Jane Finch Community Development Plan

Appendix B: What is a Community Development Plan?

Appendix C: Jane Finch Centre Phase 2 and Phase 3 Engagement Report

Appendix D: Jane Finch Initiative Indigenous Engagement Summary Report