

Attachment A: Downsview Community Development Plan



(Illustration by Aleksandar Savić)

What is a Community Development Plan?

A Community Development Plan is a community-centred process that enhances planning frameworks by engaging diverse residents, community groups, organizations, businesses, property owners (with active development applications) and other partners to identify principles, priorities and subsequent actions that can advance equity and build stronger communities.

The Downsview lands present a unique opportunity for the public and private sector to collaborate closely with community partners to build Canada's largest development project. Over 30+ years and at full build-out, it is estimated that the Downsview Secondary Plan Area ("Plan Area") will accommodate approximately 115,000 new residents (63,000 units) and 52,000 workers, representing one of the largest city-building efforts in the history of Toronto and currently the largest redevelopment in Canada. This is a transformative opportunity to build more resilient, equitable and connected communities.

The Downsview Community Development Plan will accompany the Downsview Secondary Plan, to work in concerted and constant partnership to achieve equitable outcomes by leveraging public and private investments for Indigenous, Black and other equity-deserving groups. The Downsview Community Development Plan and the planning framework (including the Secondary Plan, Urban Design Guidelines and the Zoning By-law for Meanwhile Uses) are meant to work in complementary ways to center equitable placemaking, advance social equity and economic inclusion for current and future residents and workers, manage future growth and development, enable current residents to grow in place, and guide investment in infrastructure and services.

The Downsview Community Development Plan is guided by three (3) core principles: Indigenous Reconciliation, Confronting Anti-Black Racism, and Broad Ownership.

These principles are embedded in each of the eight (8) priority areas of the Community Development Plan listed below:

1. Access to Housing
2. Access to Healthy and Affordable Food
3. Arts, Heritage and Education

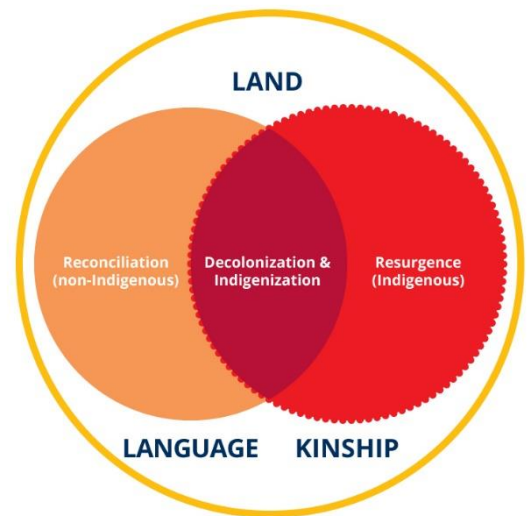
4. Access to Recreation and Community Spaces
5. Access to Employment Opportunities
6. Establishing an Inclusive Economy
7. Community Safety, Health, and Wellbeing
8. Environment and Climate

Downsview Community Development Plan Principles

The Community Development Plan is guided by three core principles:

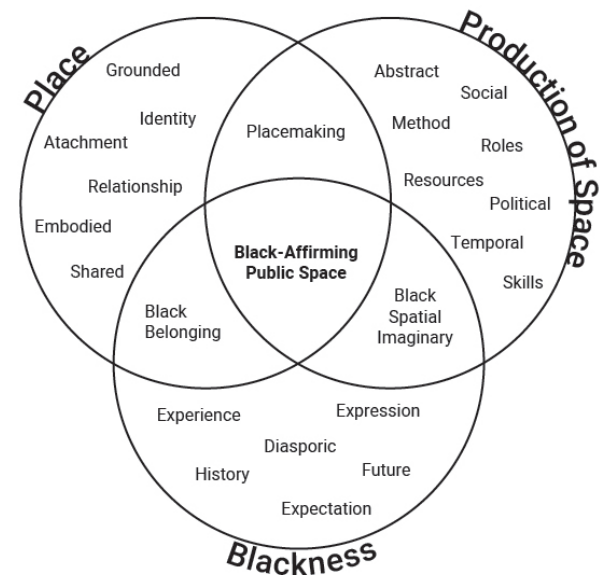
Indigenous Reconciliation:

Engagement with Indigenous communities is an essential step towards reconciliation and honouring Indigenous sovereignty. The Downsview Community Development Plan embeds Indigenous placemaking¹ and place-keeping² to achieve Indigenous outcomes including housing for Indigenous residents, Indigenous food sovereignty, community services facilities for Indigenous not-for-profits and residents, re-indigenizing the public realm, establishing ceremonial space across private and public lands, elevating Indigenous ways of knowing and bringing the presence of Indigenous histories and futures into focus.



Confronting Anti-Black Racism:

Engagement with Afro-Caribbean and Black communities is a crucial step towards promoting racial justice and systemic change that addresses the impacts of structural anti-Black racism on Black residents across Toronto. The Downsview Community Development Plan will support transformative approaches grounded in Black place-keeping³ to create safe, welcoming, and Black-affirming publicly accessible spaces that address affordable housing, promote Black food sovereignty, support Black arts, and celebrate Black histories, experiences, and future.



¹ Indigenous placemaking is aimed at restoring Indigenous presence in Canada through art and design that is created, produced, and driven by Indigenous communities and underpinned by Indigenous knowledge. Indigenous Place-making is the restoration of an Indigenous presence within the natural and built environment that may be expressed through language, art and design that is rooted in Indigenous Knowledge and is approached through Indigenous participation and collaboration.

² Indigenous place-keeping is an approach to design is based on land stewardship that is centred around recognizing the rights of landscape as a living being first and considering our collective responsibilities to a place now and into the future. Indigenous place-keeping thinks beyond our immediate benefits and defines a relationship of reciprocity to all living things and systems and how they work together.

³ Black place-keeping refers to centering Black-affirming public spaces through design, architecture, and policy to celebrate and commemorate black histories, experiences, and Black futures with an end goal of belonging and positive representation. Black place-keeping requires the involvement of Black communities in the vision of the land use plan, the design of the public realm and built form, and the process for managing those public spaces, and ultimately as users of those physical structures.

Broad Ownership:

The Downsview Community Development Plan is a tool designed for collaboration among a wide variety of stakeholders to drive public and private investments to achieve outcomes. The Community Development Plan is not owned by any one entity – and its success relies on the participation of the property owners, City Divisions and agencies,



community groups, residents, not-for-profits, and businesses. It is a community plan that will evolve over the 30+ year build out of the Downsview area and will include actions for all stakeholders necessitating ongoing community engagement and participation and identification of resource partners to support the implementation of the Community Development Plan. The Community Development Plan prioritizes a community partnership structure and model to support monitoring, evaluation and reporting of actions as well as to establish a Downsview Impact Table with property owners, foundations, funders, and other relevant stakeholders.

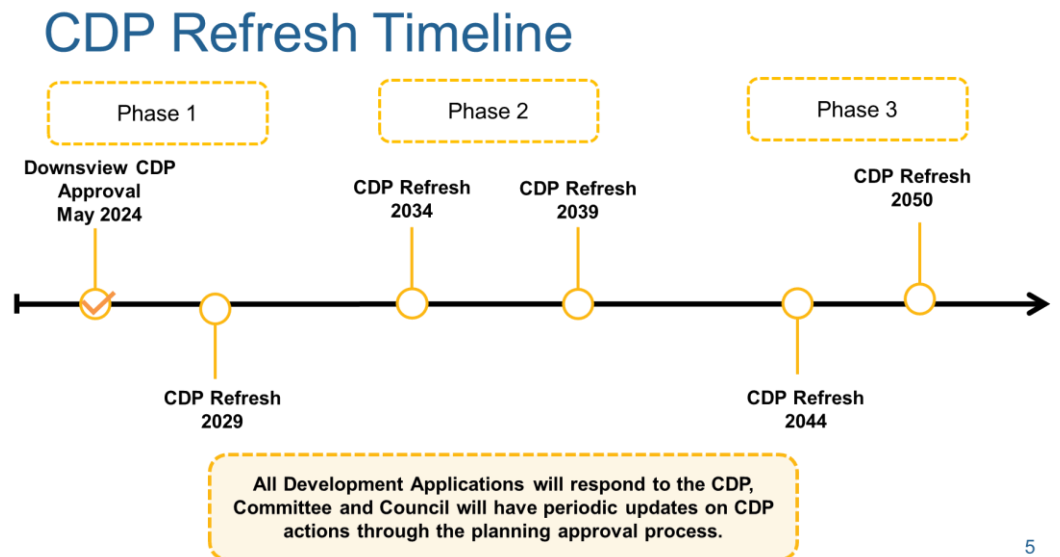
Downsview Community Development Plan Implementation

Community Development Plan Refresh Timeline

The Community Development Plan actions will be implemented over a 30+ year period, with evaluation and full comprehensive updates happening every five (5) years. This will allow a comprehensive refresh to occur approximately twice in each of the three phases of redevelopment for the Downsview area, and generally aligns with the planning process. The 2024 Council Adopted Community Development Plan entails the first iteration (May 2024) of the Community Development Plan, with the first subsequent refresh in 2029.

In alignment with the Secondary Plan, the three phases of development are as follows:

- Phase 1: 2024-2031
- Phase 2: 2031-2041
- Phase 3: 2041-2051



Downsview Community Development Plan Action Plan Implementation

The City of Toronto will work with City Divisions and Agencies, property owners (with active development applications), businesses, not-for-profit organizations, and community partners to implement short, medium, and long-term actions. While approximate timeframes have been assigned to actions, this does not preclude actions from being initiated and achieved earlier than the targeted timeline, when possible.

Short-Term Actions: These are actions proposed to start within a 5-year timeframe once the Community Development Plan is adopted by Toronto City Council (May 2024).

Medium-Term Actions: These are actions that are proposed to start 10 years from the date of Council approval for the first iteration (May 2024) of the Community Development Plan. These are actions that still require resources, some engagement of partners, guidance from community members and/or can be best positioned for the districts coming in Phase 2 of the redevelopment. Medium-term actions are subject to change (can be refined or removed as an action) following a comprehensive Community Development Plan refresh.

Long-Term Actions: These are actions that are proposed to start 15 years from the date of Council approval for the first iteration (May 2024) of the Community Development Plan. These are actions that still require resources, some engagement of partners, guidance from community members and/or can be best positioned for the districts coming in Phase 3 of the redevelopment. Long-term actions are subject to change (can be refined or removed as an action) following a comprehensive Community Development Plan refresh.

The implementation timeline concentrates on when the action will commence, because the completion of an action can be ongoing until the end of the 30+ year redevelopment.

Community Engagement

Given that the ‘Secondary Plan Area (“Plan Area”) is transitioning from airport uses to mixed use (including residential uses), ‘local’ engagement for the planning framework and the Community Development Plan extended to include Downsview-Roding and York University Heights on the west side of the site and Bathurst Manor and Clanton Park on the east side of the site (including William Baker and the adjacent communities: Ancaster and Stanley Green). Considering the City’s Indigenous reconciliation and anti-Black racism commitments, the Community Development Plan has and will continue to engage these communities within the Plan Area and more broadly City-wide to ensure that there’s sufficient input from a broad spectrum of these communities informing Downsview’s redevelopment. Local engagement focused on gathering input from equity-deserving groups including persons with disabilities, youth, newcomers, refugees, 2SLGBTQIA+, seniors,



racialized communities, businesses and not-for-profit organizations. Local engagement is foreseen to continue to engage these communities more broadly until there is sufficient density within Downsview.

The City regularly engaged the Community Resource Group, which is convened by Canada Lands Company and Northcrest Developments, and is comprised of community members reflecting a wide array of representation – residents, students, not-for-profits, Indigenous peoples and First Nations Rights Holders, businesses and business interest associations – to assist with developing the Community Development Plan, particularly the actions and the implementation structure. The Community Resource Group actively participated in regular meetings, offering valuable feedback on Downsview’s Secondary Plan, Urban Design Guidelines, Zoning By-law for Meanwhile Uses, Master Environmental Servicing Plan, as well as the Community Development Plan. The inclusive and responsive approach fostered open dialogue and understanding, making the Community Resource Group a vital platform for communication between community members, property owners, City staff, and other stakeholders. The commitment to inclusivity and community representation is evident in the Community Resource Group’s dedication to ensuring the voices of the Downsview area are heard and considered in shaping the future of the area.

As part of engagement for the first iteration of the Community Development Plan, Canada Lands Company, Northcrest Developments and CreateTO were the property owners engaged due to their active or anticipated development applications.

Community Development Plan and Secondary Plan Alignment

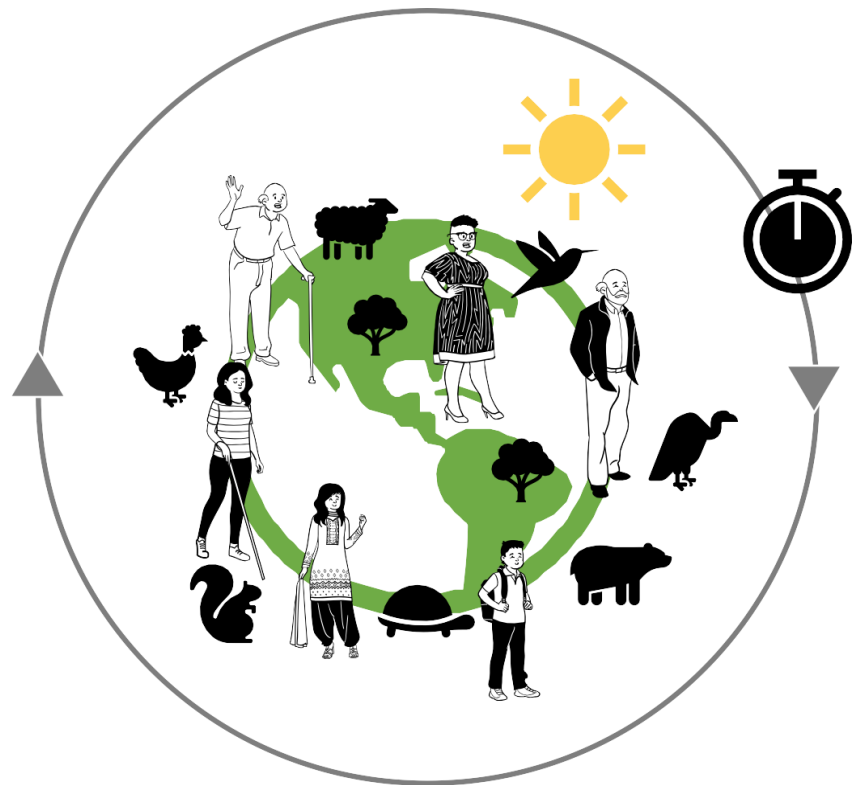
The Update Downsview Study represents a comprehensive approach to long-term community planning that draws on tools and partnerships beyond what can be achieved through the tools of the planning framework alone. The Study deliverables (Secondary Plan, Urban Design Guidelines, Zoning By-law for Meanwhile Uses, the Master Environmental Servicing Plan and the Community Development Plan) are guided by a shared future vision for Downsview that is centered on equity with a specific focus on opportunities and impacts for the Indigenous and Black communities followed by equity-deserving groups and builds on the area’s extensive community assets.

The Community Development Plan’s priorities and actions are reflected across policy areas within the Secondary Plan to comprehensively support the development of inclusive and equitable communities across Downsview from the very beginning and in line with the City’s obligations towards reconciliation and confronting anti-Black racism. The Zoning By-law for Meanwhile Uses supports the Community Development Plan’s aim of achieving interim animation, activation, and activation. The Urban Design Guidelines supports the Community Development Plan’s aim of advancing Indigenous place-keeping in the public realm, Indigenous design elements and wayfinding honoring the Indigenous and Black communities and encouraging opportunities for naturalized wildlife spaces, plantings, urban agriculture, habitat creation, species diversity, expansion of the tree canopy. The Downsview Secondary Plan is supported by a Community Services and Facilities strategy that outlines the need for 24-38 child care facilities (depending on size), 2 or more community recreation facilities, 11,625 square metres of community space, the potential renovation to the existing Downsview library branch and 1 net new library. In addition, there will be 8-14 elementary schools and 1 secondary school will be required. These facilities will serve future residents based on population projections. Investment in these facilities is key to supporting the overall success of the Community Development Plan.

Who is Involved in the Implementation of the Community Development Plan?

A Community Development Plan is adopted by Toronto City Council - alongside a parallel Secondary Plan and other supporting planning framework - and considers tools that the City has, to support social, economic and cultural development within defined neighbourhoods or geographic boundaries as well as tools and commitments made by the property owners to deliver a complete, thriving, equitable and resilient community.

An 'Action Plan' refers to the specific actions outlined within the Community Development Plan and requires collective participation and collaboration in order to implement and achieve. The Action Plan in the Community Development Plan states the actions and defines the corresponding lead responsibility(ies) and supporting partner(s) where relevant, along with the anticipated timeframe. The lead responsibility is the primary entity responsible to implement the action, though this level of responsibility can vary depending on the context of the action, such as property ownership (e.g. public or private lands). Supporting partners play a role in assisting with the implementation of the relevant action, and can work in collaboration with the lead responsible, but are not identified as the 'lead'. To implement this Action Plan, many stakeholders have and/or will be



engaged and encouraged to commit to Community Development Plan actions and advancing community development goals. This includes other orders of government and public sector agencies and institutions; property owners with development applications; not-for-profit organizations; foundations, businesses, business interest associations, and others. Though Northcrest Developments, Canada Lands Company and CreateTO were engaged in the process due to their active or previously approved applications at the time of the first iteration, there is an expectation that other property owners will submit development applications in the future and will be responsible for assisting with the implementation of the Community Development Plan. The Community Resource Group was and will continue to be a vital platform for communication between community members, property owners, City staff, and other stakeholders.

The Community Development Plan will be guided through its full implementation phases by engagement with Indigenous, Black and equity-deserving groups and an ongoing partnership between the City, the property owners and community through a Community Advisory Structure supports ongoing engagement and implementation support and a Community Impact Table which is focused on the resourcing of the actions.

Community Development Plan Implementation Process

The Community Development Plan will be implemented over 30+ years. Applicants are required to respond to the Community Development Action Plan as part of their development applications (see Attachment B: Community Development Action Plan). City Divisions (and Agencies) will support applicants where relevant and are required to implement actions on public lands. The planning approvals process is one opportunity in which City Councillors can receive interim updates on the status of actions relevant to a development application and engage with applicants on the Community Development Plan's implementation. Interim updates on actions will also be provided through other the partnership and advisory structures established. In addition, Economic and Community Development Committee will approve updated Community Development Plans every 5 years.

In tandem to implementing the action plan, year one of the Community Development Plan will focus on establishing the structures and system to support the implementation. An Engagement and Communication Strategy will be developed to support city-wide engagement of Indigenous and Black communities and local engagement of equity-deserving communities.

Indigenous Relationship and Engagement

The Community Development Plan centers Truth and Reconciliation as one of the guiding principles. The City recognizes that building relationships with First Nations Rights Holders, traditional caretakers, Indigenous residents, and Indigenous-serving agencies takes time and requires an intentional and well-defined process. The City along with current and future applicants will continue to engage First Nations Rights Holders and Indigenous communities in the implementation and the evolution of the Community Development Plan. To this end, City Divisions will look to establish key partnerships and relationships with Indigenous led not-for-profit organizations and networks for further shaping the Community Development Plan around a commitment to Truth and Reconciliation.

Black Relationship and Engagement

The Community Development Plan centers Confronting Systemic Anti-Black Racism as one of the guiding principles. The City recognizes that building relationships with Black communities, including residents, community groups, Black-led and Black-serving not-for-profit organizations, and Black businesses takes time and requires an intentional and well-defined process. The City along with current and future applicants will continue to engage Black communities in the implementation and the evolution of the Community Development Plan. To this end, City Divisions will look to establish key partnerships and relationships with Black-led and Black-serving not-for-profit organizations and networks for further shaping the Community Development Plan around a commitment to Confronting Systemic Anti-Black Racism.

Integrated Community Advisory Structure

Community partnerships, including with the property owners, local Community Resource Group, First Nations Rights Holders and Indigenous communities, Black communities, and other equity-deserving groups, including residents, artists, community groups, businesses, business interest associations, and not-for-profit organizations, are a defining feature of the Downsview implementation process.

As previously noted, the City regularly engaged the Community Resource Group to assist with the design of the Community Development Plan including the actions and the implementation structure. The Community Resource Group actively participated in regular meetings, offering valuable feedback on Downsview's planning framework as well as the Community Development Plan. The inclusive and responsive approach fostered open dialogue and understanding, making the Community Resource Group a vital platform for communication between community members, property owners with active development applications, City staff, and other stakeholders. The commitment to inclusivity and community representation is evident in the Community Resource Group's dedication to ensuring the voices of the Downsview are heard and considered in shaping the future of the area.

The Community Resource Group, or a variation of it, will continue to be critical to the implementation of the Community Development Plan and the new cohort will be inclusive of First Nations Rights Holders, resident leads, community groups, not-for-profit organizations, institutions, and local businesses. The City will work collaboratively with Northcrest and Canada Lands Company to capacitate the new cohort of the Community Resource Group to help with implementation.

Community Development Plan Advisory and Partnership Structure

- Advisory, backstopping, partnership and support structure is up of layers of community support.
- The Community Resource Group will be a central force to support the ongoing engagement of the broader community, specifically Indigenous not-for-profits, Black-led, Black-serving and Black-focused not-for-profits, Indigenous and Black residents, community groups, businesses of the city and the implementation of the actions.
- Regular meetings with the First Nations Rights Holders and Indigenous sharing meetings will engage broader residents with invitations specifically to youth, women, 2-spirit peoples and elders.
- Establishment of a Community Ambassador program that supports involvement (especially youth) in the implementation of the Community Development Plan.
- Community structures will embed two-way accountability. The implementation of the Community Development Plan is the responsibility of not-for-profits, Business Improvement Areas (BIA), residents, businesses, property owners, City Divisions, etc.



The Community Development Action Plan is outlined below and organized based on the eight priority areas. The following are City of Toronto Divisions identified within the first iteration of the Community Development Plan: City Planning; Children’s Services; Economic Development and Culture; Housing Secretariat; Public Health; Parks, Forestry and Recreation; Transportation Services; Social Development, Finance and Administration. In addition to City Divisions, property owners have also been identified. As previously stated, this does not preclude other stakeholders from being identified in the future as lead responsibility or supporting partners to advance the Community Development Plan’s implementation.

Community Impact Table

A defining feature of the Downsview Community Development Plan implementation will be the creation of a Community Impact Table, otherwise known as a Partnership Table. City staff recognize that in order to meet the desired outcomes, it will be critical to partner with the property owners with active development applications, foundations, developers, not-for-profit organizations, businesses and other resourcing partners who have experience in place-based initiatives. Table members will include public, foundation, institutional and private-sector partners who are invested in supporting community groups, and progress in Downsview. 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 Downsview Area as the focal point for change, grounded in the priorities 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, with a particular focus on the first five years of the implementation. Finally, these partnerships will also serve as a learning space for City staff, property

owners with active development applications, developers, businesses, foundations, not-for-profit organizations, and other resourcing partners, sharing best practices around community investments.

Results-based Monitoring and Evaluation System

Through the Downsview Community Development Plan 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 the first year of the Community Development Plan implementation, the City will work collaboratively with a range of stakeholders, such as property owners with active development applications, the local Community Resource Group, First Nations Rights Holders and Indigenous communities, Black communities, and other equity-deserving groups, businesses, business interest associations, not-for-profit organizations and other entities to establish a results-based monitoring and evaluation system that can track and measure collaborative inputs, outputs, and outcomes and is people-centered, evidence-based, transparent, and iterative.

The City will take responsibility for gathering and monitoring the implementation of the Community Development Plan by aggregating data from the property owners with active development applications, City Divisions and agencies, not-for-profits, businesses, and other entities implementing actions. Reporting on the inputs will occur bi-annually through Indigenous Sharing Meetings and Community Meetings. Interim reporting on relevant actions may occur through the Community Council approval process for Official Plan Amendments, Zoning By-law Amendments, District Plans, Draft Plans of Subdivision, Zoning By-law Amendments, Site Plan Control and other relevant applications. Separate from planning application approval processes, a full comprehensive report will be provided along with the refresh of the Community Development Plan approximately every 5 years.



Priority 1: Access to Housing

Ref #	Actions	Timeline	Lead Responsibility	Supporting Partners
1.1	Provide general and ongoing information and education on the range of housing types supported by the City (such as rent-geared-to-income housing, supportive housing, co-op rental, affordable rental and home ownership), as well as the application processes.	Short Term	Housing Secretariat	Property Owners
1.2	Identify opportunities to provide a range of housing options including larger sized units for families (including multi-generational families), housing for seniors and live-work units.	Short Term	Property Owners	Housing Secretariat, City Planning
1.3	Explore opportunities for creating a range of housing options including rent-controlled, affordable rental, rent-geared-to-income and supportive homes.	Short Term	Housing Secretariat	Property Owners, City Planning
1.4	Explore additional affordable home ownership opportunities, prioritizing Indigenous, Black and other equity-deserving households where possible.	Medium Term	Property Owners	Housing Secretariat, City Planning
1.5	In collaboration with local organizations, explore the feasibility of establishing community land trusts and cooperative ownership models.	Medium Term	Property Owners	Housing Secretariat



Priority 2: Access to Healthy and Affordable Food

Ref #	Actions	Timeline	Lead Responsibility	Supporting Partners
2.1	Consider opportunities on private lands to explore new technologies (e.g. hydroponics), establish community gardens, community kitchens, as well as support community food security and sovereignty, food literacy, and food production such as programming and food banks. Partnership with Indigenous and Black not-for-profits and businesses as well as the local community is encouraged.	Short Term	Property Owners	Social Development, Finance and Administration
2.2	Provide outdoor spaces on public lands to support the establishment of community gardens and outdoor ovens to advance stewardship and community food security and sovereignty, food literacy, and food production. Prioritize working with Indigenous and Black-led not-for-profits, local agencies and organizations.	Short Term	Parks, Forestry and Recreation	Transportation Services
2.3	Work to improve access to a range of healthy, affordable, traditional and culturally appropriate food retail options, prioritizing Indigenous and Black communities where possible. This includes restaurants, food markets, grocery stores, markets, and smokehouses.	Medium Term	Property Owners	Economic Development and Culture



Priority 3: Arts, Heritage, and Education

Ref #	Actions	Timeline	Lead Responsibility	Supporting Partners
3.1	Support, host and/or organize festivals, fairs, markets, and events, prioritizing local, Indigenous and Black cultural and ethnic opportunities to continue to develop Downsview as a key location for arts and culture events. These events could support opportunities for bartering and pop-up vendors as well as the inclusion of youth.	Short Term	Property Owners	Social Development, Finance and Administration, Economic Development and Culture
3.2	Establish and maintain partnerships with arts organizations and educational institutions to create spaces and opportunities for artists and creatives, with a focus on enhancing the visibility of Indigenous, Black and local arts and culture.	Short Term	Property Owners	Economic Development and Culture
3.3	Identify on-going funding opportunities to support Indigenous, Black and equity-deserving artists for artist creation and programming in the Downsview Area.	Short Term	Property Owners	Economic Development and Culture
3.4	Collaborate with First Nations Rights Holders, urban Indigenous communities and the City on opportunities to host Indigenous ceremonies on the land, with the ceremonies guided by Indigenous elders. Hosting of ceremonies should be considered prior to formal application submissions and throughout the development process.	Short Term	Property Owners	Parks, Forestry and Recreation, City Planning
3.5	Establish temporary and permanent public art, including cultural landmarks, sculptures, murals or monuments, celebrating the area's history, culture and natural heritage, such as Indigenous and Black history and culture, aerospace and local histories in Downsview.	Short Term	On private lands: Property Owners On public lands: Economic Development and Culture	Transportation Services, City Planning, Parks, Forestry and Recreation
3.6	Provide indoor and/or outdoor exhibition opportunities, outdoor pavilions, learning and performance spaces.	Short Term	On private lands: Property Owners On public lands: Parks, Forestry and Recreation, Economic	

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			Development and Culture	
3.7	Incorporate Indigenous design principles through housing, public spaces, community services and facilities, as appropriate. This should be accomplished through hiring of Indigenous designers and architects.	Short Term	On private lands: Property Owners On public lands: Parks Forestry and Recreation, Social Development, Finance and Administration, Economic Development and Culture, Children's Services	
3.8	Explore opportunities to provide traditional Indigenous teaching lodges, arbors and spaces for sacred fires, in collaboration with First Nations Rights Holders and the urban Indigenous communities.	Medium Term	Property Owners and Parks, Forestry and Recreation	City Planning
3.9	Consider the history of the lands when establishing the name of streets and public spaces, such as opportunities to acknowledge the Indigenous, Black, aerospace and local histories. Undertake engagement to select the names.	Medium Term	Property Owners	Economic Development and Culture, Social Development Finance and Administration, Transportation Services, Parks, Forestry and Recreation
3.10	Consider the design of an 'Ancestor Trail' in the Downsview area which includes a range of opportunities for Indigenous plantings and teachings, stewardship, as well as sharing knowledge of Indigenous peoples and clans, such as through wayfinding, trail markers and other signage. This will be done in collaboration with First Nations Rights Holders and the urban Indigenous communities.	Medium Term	On private lands: Property Owners On public lands: Parks, Forestry and Recreation, Transportation Services	City Planning
3.11	Explore opportunities to establish an Indigenous cultural or friendship centre that can be used as a place to share knowledge, language, and traditions.	Long Term	Social Development, Finance and Administration, Economic Development and Culture	Property Owners
3.12	Explore opportunities to establish a Black cultural centre, and co-develop a vision for its operations, mandate and programming with the Black community.	Long Term	Social Development, Finance and Administration, Economic Development and Culture	Property Owners



Priority 4: Access to Recreation and Community Spaces

Ref #	Actions	Timeline	Lead Responsibility	Supporting Partners
4.1	Simplify the application processes for events, registration, and booking in Downsview Park.	Short Term	Canada Lands Company	
4.2	Explore opportunities to contribute to the creation of pollinator gardens and medicine gardens (such as tobacco, cedar, sweetgrass and sage) in partnership with First Nations Rights Holders and urban Indigenous communities, not-for-profits, local agencies, and organizations.	Short Term	On private lands: Property Owners On public lands: Parks, Forestry and Recreation, Social Development Finance and Administration	Transportation Services
4.3	Create an accessible community centre, with opportunities for not-for-profit sports and recreation organizations to permit space to support local programming and sports and recreation organizations.	Medium Term	Parks, Forestry and Recreation	
4.4	Provide access to affordable and appropriate long-term spaces (e.g. size, necessary facilities) for not-for-profit organizations, health and social service delivery providers as well as arts and culture organizations.	Medium Term	On private lands: Property Owners On public lands: Social Development, Finance and Administration, Economic Development and Culture	Toronto Public Health
4.5	Explore opportunities to establish multi-purpose space, including space to host multi-faith organizations.	Medium Term	Property Owners	



Priority 5: Access to Employment Opportunities

Ref #	Actions	Timeline	Lead Responsibility	Supporting Partners
5.1	Identify opportunities to create measurable community benefits targets that prioritize local residents, Indigenous, Black and equity-deserving groups for training, hiring and social procurement outlined in a community benefits plan. This includes but is not limited to access to training programs, a range of employment positions, identifying business opportunities for diverse-owned or local businesses, and hiring pathways into jobs, such as those related to construction.	Short Term	On private lands: Property Owners On public lands: Social Development, Finance and Administration	Economic Development and Culture, Toronto Employment and Social Services
5.2	Incorporate Indigenous, anti-Black racism and intersectionality training as part of the design and construction processes to support an equity-based approach.	Short Term	Property Owners	Social Development Finance and Administration
5.3	Increase community awareness of local job opportunities by sharing information through bulletins and organizing career fairs.	Short Term	Property Owners	Social Development Finance and Administration, Economic Development and Culture, Toronto Employment and Social Services



Priority 6: Establishing an Inclusive Economy

Ref #	Actions	Timeline	Lead Responsibility	Supporting Partners
6.1	Explore the feasibility of hosting and/or catalyzing a small business incubator(s) that offers a full range of supports and space, such as co-working spaces, mentorship programs and flexible spaces.	Short Term	Property Owners, Social Development, Finance and Administration	Economic Development and Culture
6.2	Collaborate with local not-for-profit organizations, small start-ups, and Post-Secondary institutions to support the development of emerging technologies and promote investment and innovation.	Medium Term	Property Owners, Social Development, Finance and Administration	Economic Development and Culture
6.3	Encourage the creation of new commercial spaces to support small-scale businesses, micro-retail, social enterprises and other diverse forms of entrepreneurship with a focus on Indigenous and Black entrepreneurs. Strategies could include start-up funding, affordable commercial rent, and flexible procurement and lease processes. Further, improvements to existing buildings may provide opportunities to foster these objectives.	Medium Term	Property Owners	Economic Development and Culture, Social Development, Finance and Administration



Priority 7: Community Safety, Health, and Wellbeing

Ref #	Actions	Timeline	Lead Responsibility	Supporting Partners
7.1	Explore opportunities to enhance wayfinding tools or features that improve user experience. This may include audio/visual features, ASL interpretation, and translation tools.	Medium Term	Property Owners	Parks Forestry and Recreation, City Planning, Transportation Services
7.2	Build a new and sustainable library that is welcoming, accessible and inclusive with a youth service hub to support youth programming and service delivery. Through community engagement, other specialized spaces might be included in the branch such as a children’s early literacy centre, Digital Innovation Spaces and multipurpose rooms for community use.	Medium Term	Toronto Public Library	City Planning, Social Development, Finance and Administration
7.3	Provide space for an Indigenous-run child care centre, with outdoor gym equipment and a natural playground.	Medium Term	Children Services	Property Owners
7.4	Explore opportunities to provide programs, services and other supports for community health. These should contribute to improving access to mental and physical health services, harm reduction, intercultural therapy, as well as language, employment, and family supports. Particular focus is given for an Indigenous service and resource hub.	Long Term	Property Owners, Social Development, Finance and Administration	Toronto Public Health



Priority 8: Environment and Climate

Ref #	Actions	Timeline	Lead Responsibility	Supporting Partners
8.1	Create parks and other green spaces for recreation and leisure that are accessible to all ages and abilities, and that consider urban heat mitigation.	Short Term	Property Owners, Parks, Forestry and Recreation	
8.2	Support biodiversity efforts within the community, such as through park design, educational initiatives, green streets and intentional public realm design which includes native species.	Short-term	Property Owners, Parks, Forestry and Recreation, Transportation Services, City Planning	
8.3	Organize a knowledge exchange on climate resilience (e.g. Urban threshold, coping, recovery, adaptive, and transformative capacities) and its impacts on Downsview for residents and community groups.	Short-term	Social Development, Finance and Administration	Environment & Climate, Property Owners

Implementation Structure to be Developed in Year 1 **(Resources, Partnerships, Engagement and Monitoring)**

Develop a Results-Based Monitoring System for Community Actions and Funding to:

- Establish a results-based monitoring and evaluation system.

Develop Resource Strategy to:

- Explore and identify ongoing and in-kind resources to support the implementation of Community Development Plan actions.
- Establish a Community Impact Table with property owners with active development applications, foundations, developers, not-for-profit organizations, businesses, and other resources partners.

Implement Community Advisory Structure to:

- Develop and implement a community advisory structure and model, including updating the Community Resource Group, supporting the establishment of a community ambassador program, establishing Indigenous sharing circles and Rights Holders meetings to collaboratively monitor and evaluate the Community Development Plan actions.
- Develop and implement an Engagement and Communication Strategy to foster information sharing between City Divisions and Agencies, property owners, businesses, business interest associations, residents, not-for-profit organizations, artists, others leading development in the area.
- Ensure that Indigenous, Black, and equity-deserving groups, including persons with disabilities, youth, newcomers, refugees, 2SLGBTQIA+, seniors, and racialized communities are centered in Community Development Plan governance models and future phases of the community engagement process.

DEFINITIONS

Black Place-Keeping refers to centering Black-affirming public spaces through design, architecture, and policy to celebrate and commemorate black histories, experiences, and Black futures with an end goal of belonging and positive representation. Black place-keeping requires the involvement of Black communities in the vision of the land use plan, the design of the public realm and built form, and the process for managing those public spaces, and ultimately as users of those physical structures.

Community Benefits Plans refers to plans that outlines measurable community benefits targets (prioritizing Indigenous, Black, and equity-deserving groups) for local and social hiring, training, and social procurement. The community benefits plan also includes approaches for monitoring and reporting on targets, as well as roles for community oversight.

Equity-deserving groups refers to women, persons with low income, newcomers, refugees, 2SLGBTQIA+, seniors, persons with disabilities, racialized communities, and vulnerable youth.

Indigenous Place-Keeping is an approach to design based on land stewardship that is centred around recognizing the landscape as a living being first and considering our collective responsibilities to a place now and into the future. Indigenous place-keeping thinks beyond society's immediate benefits and defines a relationship of reciprocity to all living things and systems and how they work together.

Indigenous Place Making is an approach aimed at restoring Indigenous presence in Canada through art and design that is created, produced, and driven by Indigenous communities and underpinned by Indigenous knowledge. Indigenous Place-making is the restoration of an Indigenous presence within the natural and built environment that may be expressed through language, art and design that is rooted in Indigenous Knowledge and is approached through Indigenous participation and collaboration.

Lead Responsibility refers to a primary entity responsible to implement the action, though this level of responsibility can vary depending on the context of the action, such as property ownership (e.g. public or private lands).

Local engagement of residents has been extended beyond the Downsview Secondary Plan Area to include Downsview-Roding and York University Heights on the west side of the site and Bathurst Manor and Clanton Park on the east side of the site (including William Baker and the adjacent communities: Ancaster and Stanley Green).

Property Owners refers to owners of a parcel(s) of land or developers/builders working on behalf of owners of a parcel(s) of land that have submitted or will submit a development application to the City of Toronto for lands within the Downsview Secondary Plan Area.

Public Realm means all public and private spaces to which the public has access. It is a network that includes, but is not limited to, streets and lanes, parks and open spaces, and the parts of private and public buildings that the public is invited into.

Supporting partners refers to entities that play a role in assisting with the implementation of the relevant action (i.e. provide material or resources, etc.) and can work in collaboration with the lead responsible, but are not identified as the 'lead'.