



Attachment C 2023

UPDATE >>>
DOWNSVIEW

Community Development Plan Engagement Summary Report

Engagement Activities for the Update Downsview Study

May 2023 – December 2023

Report prepared by the City of Toronto

March 2024



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Introduction

The purpose of this report is to provide an overview of the public engagement activities and a high-level summary of the input received for the Update Downsview Community Development Plan (CDP) between May 2023 and December 2023.

In the second phase of the Update Downsview Study (May 2022 – May 2023), seven (7) priority areas for the CDP were identified through previous engagement events. During phase 3 of the Study (May 2023-May 2024), an eighth (8) priority was added titled 'Environment and Climate' in response to the Indigenous community's feedback. Further engagement activities were undertaken to prepare a range of actions to help support the achievement of the 8 priorities. The list of actions represents the variety of ideas proposed by community residents and business, and institutional representatives, arising through conversations centred on reimagining the future of Downsview. Overall, approximately 650 people actively participated in the process and contributed feedback on the CDP actions.

2023 Activities are summarized in this Report include:

Public Meetings

- Update Downsview Town Hall (May 29th)
- Update Downsview Open House (May 30th – Jun. 3rd)
- Virtual Public Meeting (Nov. 21st)

Deep Dialogues Round 1

- Arts, Heritage, and Education (Sep. 20th)
- Access to Employment Opportunities; and Establishing an Inclusive Economy (Sep. 21st)
- Access to Healthy and Affordable Food; Access to Recreation, and Community Spaces; and Environment (Oct. 3rd)
- Access to Housing and Community Safety, Health, and Wellbeing (Oct. 4th)

Deep Dialogues Round 2


- Realizing the Community Development Plan – Implementation (Nov. 15th)
- Realizing the Community Development Plan – Implementation (Nov. 22nd)

Indigenous Community Sharing Meetings

- Indigenous Community Sharing Meeting #2 (Jun. 13th)
- Indigenous Community Sharing Meeting #3 (Nov. 27th)

Meetings with First Nations Rights Holders

- Mississaugas of the Credit First Nation (Jun. 5th)
- Six Nations (Jun. 27th)
- Six Nations (Nov. 29th)

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- Mississaugas of the Credit First Nation (Dec. 5th)
 - Huron-Wendat Nation (Dec. 5th)

Focus groups with Indigenous Communities

- Elders (Jul. 10th)
- Youth (Jul. 11th)
- Women (Jul. 17th)
- 2-Spirit Peoples (Jul. 18th)

Community Resource Group Meetings

- Term 1 – Meeting #7 (May 24th)
- Term 2 – Meeting #1 (Aug. 29th)
- Term 2 – Meeting #5 (Dec. 4th)

Youth-focused engagement (Fall 2023)

10 local youth were engaged in several workshops to understand Downsview's redevelopment opportunities. They were engaged to identify what they liked about the neighbourhood currently. They collaborated on the production of a [short documentary](#) focused on the Downsview community, what it means to them and what growth they wish to see in the future. This program was offered by North York Arts, in collaboration with the City.

Engagement activities which did not include a discussion of the Community Development Plan were not included in this report. Detailed summaries for engagement activities throughout phase 1 and 2 of the Update Downsview Study can be found on the City of Toronto's [website](#).

High-level feedback

The following is a high-level summary of feedback that was received across all engagement activities:

- Access to a diverse range of affordable housing options is a major priority and should be considered throughout all phases of the development (e.g. rent-geared-to-income units, supportive housing, large units for multi-generational families, and prioritization for Black and Indigenous residents).
- Acknowledge the interconnected nature of the priorities, as the successful implementation of one area may depend on addressing others.
- Community spaces and facilities should be built in tandem with new densities to enable the success of complete communities.

- Provide culturally-specific community spaces to Indigenous and Black communities, including exploring the opportunity to establish an Indigenous Friendship Centre and Black cultural centre.
- Support Indigenous and Black artists by providing access to affordable space and funding opportunities.
- Incorporate social procurement targets to prioritize local hiring and teams of Black and Indigenous suppliers.
- Provide opportunities for newcomers to gain Canadian experience through training pathways and partnerships with settlement agencies.
- Establish spaces offering mental health and community support services for the well-being of the community.
- Provide equitable access to green spaces and consider the impact that new development might have on the environment and wildlife.

Downsview Community Development Plan Priorities



Access to Housing



Access to Healthy and Affordable Food



Arts, Heritage and Education



Access to Recreation and Community Spaces



Access to Employment Opportunities



Establishing an Inclusive Economy



Community Safety, Health and Wellbeing



Environment and Climate

Public Meetings

The City of Toronto hosted a series of meetings which were open to all members of the public to share information with the public, answer questions and receive comments on the Update Downsview Study. The topics covered included the Master Environmental Servicing Plan and Environmental Assessment, draft Secondary Plan, Community Development Plan , Zoning By-law for Meanwhile Uses, and Urban Design Guidelines .



Update Downsview Town Hall (May 29th, 2023)

Meeting purpose: To present updates on the Update Downsview Study including: draft Secondary Plan; outline of the Urban Design Guidelines; and draft priorities for the Community Development Plan and short, medium and long-term actions. Preferred options for streets, sanitary, servicing and stormwater management were also discussed, along with updated information on the Taxiway West District Plan application.

Number of participants: 130

Format: Virtual

Some of the feedback received:

- There is a desire for more community amenities and facilities, including schools, recreation spaces, fire stations, and healthcare centres.
- Managing pedestrian safety and road congestion will be important considerations given the projected influx of new residents to the area.
- There is a need for a diverse range of housing options that are affordable, accessible, and suitable for multi-generational families.

Update Downsview Open House (May 30th – June 3rd, 2023)


Meeting purpose: The five-day open house aimed to present updates on the Update Downsview Study, including and draft Secondary Plan; outline of the Urban Design Guidelines; and, draft priorities for the Community Development Plan and short, medium and long-term actions. Preferred options for streets, sanitary, servicing and stormwater management were also discussed, along with updated information on the Taxiway West District Plan application.

Number of participants: 110

Format: In-person

Some of the feedback received:

- Ensure the area has adequate community services such as schools, community centres, policing and essential infrastructure (specifically electric and water).
- Community services should include accessible programming for youth, recreation for seniors, and health and multi-faith centres.
- Consider prioritizing infrastructure, such as new roads, community centers, and schools, along with new density to enable the success of emerging communities.
- Ensure that housing options are affordable and adaptable to accommodate for unforeseen future needs.
- Explore options for affordable housing, particularly for younger generations, and build units that are large enough to support families.

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- There is a need for an affordable independent seniors' living centre, which would enable seniors to age in place.
 - Include more green and open spaces and integrate them throughout Downsview.
 - Hire locally and bring jobs to Downsview.

Virtual Public Meeting (Nov. 21st, 2023)

Meeting purpose: To present the Update Downsview Study, including updates to the draft Secondary Plan, Community Development Plan, Zoning By-law for Interim Uses, Urban Design Guidelines, and Master Environmental Servicing Plan. The meeting also included a breakout room where participants discussed and asked questions specifically related to the Community Development Plan priorities and actions.

Number of participants: 100

Format: Virtual

Some of the feedback received:

- Ensure the long-term sustainability of the CDP through regular reporting to the community and tracking progress on the proposed actions.
- A community reporting structure that occurs on an annual basis or after each district phase may be appropriate.
- There is a need to apply a consistent equity lens throughout the CDP implementation process, with an emphasis on community involvement.
- Downsview provides an opportunity to become a hub for arts and culture, and this should be an important component of the CDP.
- The success of the CDP will require acknowledging how all eight priorities of the CDP are inter-related.


Youth Engagement – Fall 2023

Meeting purpose: local youth were engaged in several workshops to understand Downsview's redevelopment opportunities. They were engaged to identify what they liked about the neighbourhood currently. They collaborated on the production of a [short documentary](#) focused on the Downsview community, what it means to them and what growth they wish to see in the future. This program was offered by North York Arts, in collaboration with the City.

Number of participants: 10

Format: Virtual and In-person

- Youth were asked what does Downsview mean to them – “Place of firsts...first musical festival, first day of school, driving lesson, goose chase. Downsview has always been a quiet little neighbourhood...see the grass and the water and chill out...a place of home and comfort”

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- They captured the beauty of Downsview park, the burgeoning arts scene, its accessible transit and abundance of outdoor amenity spaces.
 - Through their short video, the youth highlighted the need for green and naturalized spaces, parks, spaces to enjoy and create art, accessible transit, and walkability as important elements to consider in Downsview’s redevelopment.

Deep Dialogues

The City of Toronto, with support from Third Party Public, hosted six Deep Dialogue discussions with local organizations and individuals in the Downsview study area and surrounding neighbourhoods. The purpose of these meetings were to provide an overview of the Downsview Community Development Plan and seek input on the draft actions, with a particular focus on engaging residents that identify as Indigenous, Black, 2SLGBTQI+, as well as newcomers/refugees, persons with disabilities, and other equity deserving groups.

Two rounds of Deep Dialogues were held virtually between September and November 2023. The first round included four sessions organized around the eight priority areas of the Community Development Plan. The second round of Deep Dialogues included two meetings where the focus was to continue seeking input on the draft actions of the Community Development Plan, as well as to identify potential strategies and local partners that can support the implementation of the actions.

Deep Dialogue round 1 – Meeting #1: Arts, Heritage, and Education (Sep. 20th, 2023)

Meeting purpose: To provide an overview of the CDP, discuss the arts, heritage, and education priority and actions, and to seek feedback on them from participants.

Number of participants: 4

Format: Virtual

Some of the feedback received:

- Provide opportunities for celebrating the heritage and culture of the Black community.
- Establish a Black cultural center to host events in Downsview, and include amenities such as a community kitchen, a prayer room, and a banquet hall.
- Create education and employment pathways to support newcomers in transferring their knowledge and skills within Canada.
- Expand the Merchant's market in Downsview, including extending operating hours, providing parking space, and ensuring Wi-Fi-connectivity.



Deep Dialogue round 1 – Meeting #2: Access to Employment Opportunities; and Establishing an Inclusive Economy (Sep. 21st, 2023)

Meeting purpose: To provide an overview of the CDP, discuss the priorities and actions related to employment and inclusive economy, and to seek feedback on them from participants.

Number of participants: 4

Format: Virtual

Some of the feedback received:

- Continue expanding the City's Community Benefits Framework and develop policies aimed at increase diversity in local hiring.
- Develop employment and training pathways specifically designed to support newcomers in accessing job opportunities.
- Explore strategies to promote social enterprises as a tool for community-based economic development.

Deep Dialogue round 1 – Meeting #3: Access to healthy and Affordable Food; Access to Recreation, and Community Spaces; and Environment (Oct. 3rd, 2023)

Meeting purpose: To provide an overview of the CDP, discuss the priorities and actions related to affordable food, recreation and community spaces, and environment, and to seek feedback on them from participants.

Number of participants: 15

Format: Virtual

Some of the feedback received:

- There should be a recognition of how all of the priorities are linked. For example, access to food can be influenced by factors such as housing and jobs and job access.
- Food-related actions should also focus not only on food availability and production but also on ensuring access.
- Affordable commercial space is important to ensure access to food and community programming.
- There should be a clear and transparent process on how the City will select which agencies will be given access to City-owned or managed community space.
- Include actions with a focus on creating climate-resilient communities.

Deep Dialogue round 1 – Meeting #4: Access to Housing; and Community Safety, Health, and Wellbeing (Oct. 4th, 2023)



Meeting purpose: To provide an overview of the CDP, discuss the priorities and actions related to housing and community safety, health, and well-being, and to seek feedback on them from participants.

Number of participants: 13

Format: Virtual

Some of the feedback received:

- All residents should have access to accessible and affordable housing options.
- Housing-related actions should consider the needs of seniors and allow them to age in the community.
- Encourage new housing to be built sustainability and with local labour.
- Include actions focusing on identifying space for community health and well-being, including places of worship, healthcare services, and other community services.
- Improve wayfinding throughout Downsview and consider the needs of neurodivergent communities.

Deep Dialogue round 2 – Meeting #1: Realizing the Community Development Plan – Implementation (Nov. 15th, 2023)

Meeting purpose: To share a summary of the draft CDP priorities and actions, with a focused discussion on implementation and monitoring of the CDP.

Number of participants: 9


Format: Virtual

Some of the feedback received:

- There is a need to include actions with a focus on providing space and services to immigrants and refugees to Canada.
- The City should explain further how all the priorities are connected, acknowledging that one priority may rely on the success of another.
- Would the CDP governance structure report their findings to Council, similar to the current process with the Confronting Anti-Black Racism Partnership & Accountability Circle?
- Post-secondary institutions should be included in the future governance structure.
- Provide participants with compensation for their time and contribution, if possible.

Deep Dialogue round 2 – Meeting #2: Realizing the Community Development Plan – Implementation (Nov. 22nd, 2023)

Meeting purpose: To share a summary of the draft CDP priorities and actions, with a focused discussions on implementation and monitoring of the CDP.



Number of participants: 6
Format: Virtual

Some of the feedback received:

- Delivering a range of housing opportunities will be important, including rental housing for those who cannot afford to buy.
- It is important to consider the long-term scale of the Downsview redevelopment and acknowledge that the diversity of residents and community needs will continue to evolve over time.
- Communicating the on-going progress of the CDP will be important. The City should consider a variety of information sharing strategies, including films, website, and flyers.

Indigenous Community Sharing Meetings

Two Sharing Meetings were held with members of the urban Indigenous community to provide updates on the Update Downsview Study, including the Secondary Plan, Community Development Plan, Urban Design Guidelines, Master Environmental Servicing Plan, and Zoning By-law for Meanwhile Uses. The meetings were facilitated by Bob Goulais of Nbsiing Consulting with support from Third Party Public.


Indigenous Community Sharing Meeting #2 (June 13th, 2023)

Meeting purpose: To share and seek feedback the Secondary Plan, the Community Development Plan priorities and draft actions, and Urban Design Guidelines.

Number of participants: 41
Format: Virtual

Some of the feedback received:

- Affordable housing is a top priority for Indigenous peoples, especially providing a range of housing or shelters for those that are vulnerable, such as elders and the unhoused.
- Respectful and responsive consultation with Indigenous peoples must be continued in order to ensure that community needs are met.
- Ensure that land and space is used appropriately and aligned with Indigenous values and traditions.
- Prioritize water quality and accessibility and ensure sustainable considerations for Infrastructure planning and water treatment.
- Transportation needs to be safe and accessible for everyone.
- Protecting the environment, especially the wildlife, is an important consideration for Indigenous peoples.

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- Downsview's energy requirements and the infrastructure needed for it must be clearly outlined.
 - Further actions which could be added to the CDP include community gardens and fruit trees, homeownership opportunities, and financial literacy education.

Indigenous Community Sharing Meeting #3 (Nov. 27th, 2023)

Meeting purpose: To share updates and overall general vision of the draft Secondary Plan, Community Development Plan, Urban Design Guidelines, Master Environmental Servicing Plan, and Zoning By-law for Meanwhile Uses.

Number of participants: 44

Format: Virtual

Some of the feedback received:

- Affordable housing remains the top priority and the City should use policies that mandate a proportion of housing for Indigenous people.
- Affordable housing units should be managed through partnerships with Indigenous communities.
- There is an opportunity to indigenize the naming of streets, buildings, and projects.
- Natural spaces, water quality, and wildlife need to be an important consideration throughout the development timeline.
- Equity with regard to community safety, education, and jobs are important factors in the Community Development Plan.

Meetings with First Nations Rights Holders

The City of Toronto, with facilitation support from Nbisiing Consulting, held a series of meetings with Indigenous Rights Holders, whose rights are protected under Section 35 of the Constitution Act of Canada (1982). These Rights Holders include the Michi Saagiig (or Mississauga nation); the Seneca (who are one of the Haudenosaunee or Six Nations); and the Wendat (historically known as the Huron). Today, the governments of those nations are:

- Mississaugas of the Credit First Nation; who are the signatories to the Mississauga Treaty No. 13 (1805);
- Six Nations of the Grand River; and
- Nation Huronne-Wendat.

The purpose of the meetings were to provide updates and seek feedback on the Update Downsview Study, including the Community Development Plan.



Meeting with Mississaugas of the Credit First Nation (June 5th, 2023)

Meeting purpose: To provide an update on the Update Downsview Study with a focused discussion on the Secondary Plan and Community Development Plan draft priorities.

Number of participants: 1

Format: Virtual

Some of the feedback received:

- There is a need to balance Downsview's history with Indigenous history (Treaty of 1805).
- Notify Mississaugas of the Credit First Nation regarding industrial and commercial opportunities when they arise.
- Consider naming diversity for streets, buildings, and other spaces.

Meeting with Six Nations (June 27th, 2023)

Meeting purpose: To provide an update on the Update Downsview Study with a focused discussion on the Secondary Plan and Community Development Plan draft priorities.

Number of participants: 6

Format; Virtual

Some of the feedback received:

- Clarify how Indigenous perspectives and presence will be incorporated into the district plans and Urban Design Guidelines.
- Ensure that the development aligns with the City of Toronto's Reconciliation Action Plan and explore the potential of land back opportunities or strategies for co-development with First Nations.
- Create educational opportunities throughout Downsview to share history of Indigenous peoples.
- Include and co-develop Indigenous arts, culture, and social spaces.
- There is a need for housing to be affordable and accessible for Indigenous peoples.

Meeting with Six Nations Lands and Resources (Nov. 29th, 2023)

Meeting purpose: To share the final draft of the Downsview Secondary Plan, priorities for the Community Development Plan, and Urban Design Guidelines. The draft Zoning By-law for Meanwhile Uses were also discussed.

Number of participants: 3

Format: Virtual



Some of the feedback received:

- Include language to support artists that are not just local but also those from Nations within the territory that hold Aboriginal and Treaty Rights.
- Land back is about creating equity when it comes to land. Ensure that First Nations have an equitable opportunity to benefit from the Downsview development and have access to land for ceremony, settlement, and spaces to practice their ways of life.
- Use the natural environment and wetlands as an opportunity for placemaking and education.

Meeting with Mississaugas of the Credit First Nation (Dec. 5th, 2023)

Meeting purpose: To share the final draft of the Downsview Secondary Plan, priorities for the Community Development Plan, and Urban Design Guidelines. The draft Zoning By-law for Meanwhile Uses were also discussed.

Number of participants: 2

Format: Virtual

Some of the feedback received:

- Incorporate Indigenous design principles including weaving Michi Saagig Anishnaabeg ways of knowing and being and historical elements into plans.
- Include a focus on natural water features as a habitat.
- There is a key interest in affordable housing, particularly for Indigenous people.
- Ensure that language such as 'co-development' and 'co-creation' are including in policies or guidelines.

Meeting with Huron-Wendat Nation (Dec. 5th, 2023)


Meeting purpose: To share the final draft of the Downsview Secondary Plan, priorities for the Community Development Plan, and Urban Design Guidelines. The draft Zoning By-law for Meanwhile Uses were also discussed.

Number of participants: 2

Format: Virtual

Some of the feedback received:

- Access to natural spaces and a healthy environment is a priority.
- Work with First Nations economic development corporations to ensure that economic benefits are being achieved.
- Ensure that advance notice is given to Indigenous communities for procurement and employment opportunities.
- Deeply affordable housing is important and should be maintained as long as possible.

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- There is a strong interest in having certain streets, areas, and spaces be given Wendat names as well as other nations.
 - Provide quarterly updates on the development progress.
 - One measure of success for the CDP would be economic development opportunities and seeing a couple of Wendake businesses involved.

Focus groups with Indigenous Communities

The City of Toronto, with facilitation support from Nbisiing Consulting, hosted four focus groups meetings with Indigenous communities in Toronto to continue discussions on the Community Development Plan priorities and actions. These meetings were a follow-up from a first round of focus groups conducted in phase 2 of the Update Downsview study.

Indigenous Elders Focus Group (July 10th, 2023)

Meeting purpose: To seek further input into the draft action items of the CDP.

Number of participants: 10

Format: Virtual

Some of the feedback received:

- Explore new and innovative ways of creating affordable housing options, including rent-geared-to-income housing, rent-to-own programs, portable homes, modular housing, and innovation contests to promote new ideas.
- A ceremony, led by elders, on the land should take place as soon as possible. Ceremonies should happen often, at least annually and on key milestones of the development process.
- Explore policy and incentives to encourage development partners to hire First Nations, Métis and Inuit people.
- Consider separating the environment-related actions into its own priority.
- Continue engaging Indigenous community and seek advisory support to discuss implementation.

Indigenous Youth Focus Group (July 11th, 2023)


Meeting purpose: To seek further input into the draft action items of the CDP.

Number of participants: 8

Format: Virtual

Some of the feedback received:

- Edible landscapes and gardens should be spread across the site and stewarded by Indigenous people.
- For employment opportunities, consider the hiring of Indigenous-specific teams rather than just having individual targets or roles.

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- Provide Indigenous artists with funding and suitable wages.
 - Include cultural landmarks which reflect how Indigenous people historically used this land.
 - Consider including Indigenous community circles in the implementation structure as well as having an Indigenous advisory body.
 - Avoid using terminology which is contrary to Indigenous cultural understandings, such as "land-owners" and "places of worship".

Indigenous Women Focus Group (July 17th, 2023)

Meeting purpose: To seek further input into the draft action items of the CDP.

Number of participants: 8

Format: Virtual

Some of the feedback received:

- Group was pleased to see indigenous child care facility on the action plan (taken from their input in 2022)
- Ensure that edible landscapes and gardens are spread across all districts.
- Continue engagement on housing-related issues with Black, Indigenous and racialized peoples.
- Explore social investment bonds to support employment opportunities and other community initiatives.
- Consider using trails and signage to provide cultural learning opportunities.
- Consider a role for philanthropists and foundations to support implementation.

Indigenous 2-Spirit Peoples Focus Group (July 18th, 2023)

Meeting Purpose: To seek further input into the draft action items of the CDP.


Number of participants: 5

Format: Virtual

Some of the feedback received:

- Group was pleased to see indigenous child care facility on the action plan (taken from their input in 2022)
- Consider accessibility and mobility needs when locating edible landscapes and gardens.
- Ensure that a proportion of affordable housing units be allocated to Indigenous peoples.
- Include spaces for sacred fires.
- Consider using symbols in Indigenous designs and cultural landmarks that reflects the clan system and historic governance systems of the Anishinaabeg, Haudenosaunee and Wendat peoples.

Community Resource Group Meetings



A series of Community Resource Group (CRG) meetings were held in a hybrid format between May and December 2023. The CRG, established by the Applicants through their id8 Downsview process, consists of a diverse mix of organizations and individuals representing a range of sectors, interests, communities and geographies within and surrounding Downsview. These meetings were also attended by City staff who provided updates and sought feedback on the Update Downsview Study. Comprehensive meeting summaries are available on the id8 Downsview [webpage](#).

CRG Term 1 – Meeting #7 (May 24th, 2023)

Meeting Purpose: The final meeting with the first CRG cohort where City staff provided progress updates on Update Downsview Secondary Plan, Downsview Community Development Plan, and early ideas for the Urban Design Guidelines.

Number of participants: 17

Format: Hybrid

Some of the feedback received:

- There is a need to prioritize people and nature, including considerations for community facilities and the environment.
- Given the size and density of the Downsview redevelopment, there should be new libraries.
- Establish targets and prioritize hiring locally.
- Improve connectivity to green spaces and explore opportunities to support wildlife along the rail corridor.

CRG Term 2 – Meeting #1 (Aug. 29th, 2023)


Meeting Purpose: The first meeting with the second cohort of the CRG where City staff-oriented participants to the Downsview planning framework and relevant processes; and sought feedback and advice on the engagement approach for the Community Development Plan.

Number of participants: 30

Format: Hybrid

Some of the feedback received:

- Acknowledge the intersections of food insecurity, including income, proximity to traditional grocers and local employment opportunities.
- Increasing accessing to food is not just about production, but also access to food distribution outlets such as affordable grocery stores and restaurants to support.
- Include actions around supportive housing and rent-geared-to-income units.

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- Explore opportunities to provide housing for artists.
 - Provide opportunities for newcomers to get Canadian experience, such as apprenticeships, certificates, and partnerships with settlement agencies.
 - Provide affordable rent and space to non-profit organizations.
 - Provide spaces that provide mental health and community support services.

CRG Term 2 – Meeting #5 (Dec. 4th, 2023)

Meeting purpose: City staff provided the historical context of a CDP, as well as shared updates and sought feedback on the draft actions of the CDP, including how to realize the actions.

Number of participants: 25

Format: Hybrid

Some of the feedback received:

- Access to food should also include support pathways such as enhancing public transit to improve accessibility of locations, and partnerships with delivery agencies.
- Actions under the Arts, Heritage, and Education priority should be approached through a youth lens.
- Add supportive housing to the list of actions given the City's commitment to develop 18,000 supportive homes by 2030.
- Ensure that childcare programming is accessible to Indigenous and Black residents.
- Employment actions should include a focus on training and not just targets.
- All levels of government need to be engaged and aligned for many of the actions to be successful.
- To implement the actions, there needs to be a shared understanding and clarity around who does what.
- There needs to be a clear and effective implementation plan with timelines, actions checklists, and work groups that support timely reporting to council, community, and others.