

From: Walied Khogali Ali
To: [Budget Committee](#)
Cc: [Councillor Myers](#); [Councillor Nunziata](#); [Councillor Pasternak](#); [Councillor Saxe](#); [Councillor Thompson](#)
Subject: [External Sender] Request to Post RPNA Written Submission – Item BV10.1 (2026 Budget) to Public Record
Date: January 20, 2026 5:21:59 PM
Attachments: [RPNA Letter to City Council - Budget Committee - Item - 2025-EX28.2 -January 20th 2026.pdf](#)
[FoSTRA White Paper in Support of Social Development Plans.pdf](#)

Dear Mr. Green,

I hope you are well.

I am writing on behalf of the **Regent Park Neighbourhood Association (RPNA)** to formally submit our written submission in relation to **Item BV10.1 – Public Presentations on the 2026 Capital and Operating Budgets**.

Attached for your records is RPNA’s written submission, dated **January 20, 2026**, which outlines our concerns and recommendations regarding the 2026 Budget, including:

- the sharp rise in evictions from City-owned social housing, including **391 households evicted by Toronto Community Housing between January 1 and October 31, 2025 (preliminary figures)**;
- the absence of funding for eviction prevention and tenant stabilization in social housing;
- the defunding of the **Regent Park Social Development Plan**, despite documented evidence that sustained social development investments contributed to **zero gun-related deaths in Regent Park in 2023**;
- the significant growth in City expenditures and debt-related costs over time, underscoring the need to prioritize **evidence-based, preventative investments**; and
- a request to resource Social Development Plans, consistent with the evidence and recommendations outlined in the FoSTRA White Paper.

We respectfully request that this written submission be **posted publicly as part of the official public deputation record** for Item BV10.1 and circulated to **Members of the Budget Committee and Members of City Council** in advance of their deliberations.

Please let us know if any additional formatting or procedural requirements are needed to ensure the submission is properly received and posted.

Thank you for your assistance and for your support in ensuring public submissions are reflected in the official record.

Kind regards,

Walied Khogali Ali
Co-Chair, Regent Park Neighbourhood Association
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(416) 625-7712

cc: Members of the Budget Committee

Members of Toronto City Council



FoSTRA Policy Paper: Expanding Social Development Plans Across Toronto

A Call to Action for the City of Toronto to Invest in Community-Led Social Development

Introduction

The Federation of South Toronto Residents' Associations (FoSTRA) is a non-partisan public policy coalition committed to advancing responsible urban planning, equitable development, and inclusive governance across Toronto. FoSTRA seeks to influence municipal, provincial, and federal decision-making by creating a transparent forum for collective community consultation and policy dialogue.

As Toronto faces intersecting challenges related to safety, housing affordability, social polarization, and economic inequality, FoSTRA urges the City of Toronto to expand its investment in Social Development Plans (SDPs)—an evidence-based, community-driven model that promotes inclusive, safe, and resilient neighbourhoods.

Building on the demonstrated success of the Regent Park Social Development Plan (RPSDP), FoSTRA calls on the City Council to adopt SDPs across all neighbourhood improvement areas and allocate sustainable funding to neighbourhood associations or community groups, trusted by a community partner, who are best positioned to facilitate their implementation in partnership with residents and stakeholders.

Definition and Scope of Social Development Plans

Social Development Plans (SDPs) are structured, community-led frameworks that:

- Define clear objectives for neighbourhood safety, equity, and resilience.
- Establish boundaries for implementation (geographic, thematic, and governance).
- Create shared accountability across residents, service providers, and City divisions.

Although new in Toronto, SDPs are **aligned with the United Nations Sustainable Development Goals (SDGs)**, particularly those targeting reduced inequalities, sustainable cities, and community well-being. This alignment provides opportunities for global collaboration and benchmarking against international progress.

A glossary of terms has been expanded in the appendix to ensure consistent understanding across stakeholders.

Why Social Development Plans Matter

SDPs bring together residents, service providers, and public agencies to co-develop localized strategies addressing safety, economic opportunity, housing, health, and social inclusion.

The benefits of SDPs are evident. In Regent Park, the implementation of the SDP—supported by a \$500,000 annual investment from the City of Toronto between 2019 and 2024—resulted in:

- Zero gun-related deaths in 2023, a milestone credited to the neighbourhood's collaborative violence prevention efforts.
- Increased community cohesion, youth engagement, and participation in civic life.
- Innovative resident-led initiatives that improved access to employment, housing navigation, and mental health supports.
- Strong partnerships between residents, City divisions, and community agencies grounded in a clear accountability framework.

According to the 2023 Regent Park Social Impact Investment Report, this approach has created sustainable infrastructure for ongoing social development—proving the model's long-term value. The City's own draft Social Development Plan framework (2019) outlines a replicable structure that should now be resourced for citywide implementation.

Governance and Accountability

Effective SDPs require clear governance structures:

- **City divisions** provide technical expertise and policy alignment.
- **Neighbourhood associations and resident-led coalitions** serve as anchor organizations driving implementation with the support of a Trustee through a Trustee Hub.
- **Community partners and agencies** deliver programmatic support through mentorship offered by the Regent Park Neighbourhood Association (RPNA), leveraging its experience in supporting the Regent Park Social Development Plan.

A light-touch **oversight model** is recommended, including annual public reporting on progress and outcomes to ensure accountability and transparency.

Phased Rollout and Timelines

FoSTRA recommends a **three-phase citywide adoption plan**:

1. **Pilot (2026–2027)**: Implement SDPs in five high-need neighbourhoods.
2. **Scale (2028–2030)**: Expand annually to additional neighbourhoods, incorporating lessons learned.
3. **Sustain (2031 onward)**: Integrate SDPs as a permanent component of the City's planning and social infrastructure framework.

Each phase should include **decision gates** and independent review points.

Costs and Funding Pathways

High-level costing bands suggest that sustainable SDPs require **\$250,000–\$500,000 annually per neighbourhood**. Potential funding sources include:

- City of Toronto base budgets.
- Reallocation of existing community funding envelopes.
- Philanthropic and private sector partnerships.
- Provincial and federal social development programs.

A **cost-benefit analysis** demonstrates that upfront investments yield significant long-term savings in policing, emergency services, and crisis interventions.

Measures of Success

FoSTRA recommends the adoption of a **citywide outcomes dashboard** to monitor SDP progress. Indicators should include:

- Leading measures (e.g., youth participation, service access).
- Lagging measures (e.g., reduction in evictions, safety outcomes).
- Equity-based disaggregation (race, income, newcomer status) to ensure fairness.

Robust **data stewardship protocols** must be applied to protect privacy and build trust.

Risk Register

Key risks and mitigations include:

- **Duplication of services** → Coordinate through City divisions to integrate efforts.
 - **Capacity constraints** → Provide upfront training and resourcing for resident groups.
 - **Community trust** → Commit to co-design, transparency, and regular communication.
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Alignment and Integration

SDPs must align with and **complement—not duplicate—** existing City strategies such as the Toronto Strong Neighbourhoods Strategy. Integration ensures efficiency while preserving community-led priorities.

Evidence and Examples

- **Regent Park Case Snapshot:** Demonstrates reductions in violence, increased youth participation, and strengthened tenant advocacy.
 - **Global Collaboration:** By aligning with the **UN's Sustainable Development Goals (SDGs)** monitoring framework, SDPs can position Toronto as a leader in community-led urban renewal while contributing to international reporting and accountability. The **World Urban Pavilion** (<https://www.worldurbanpavilion.org/>), based in Regent Park, has already collaborated with the Regent Park Neighbourhood Association (RPNA) to advance such initiatives, showing how Toronto neighbourhoods can contribute to global innovation in social development.
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Key Recommendations

FoSTRA urges City Manager Paul Johnson and the Toronto City Council to implement the following policy actions:

- 1. Adopt Social Development Plans in All Priority Neighbourhoods**
Institutionalize SDPs across Toronto as a cornerstone municipal strategy for public safety, community well-being, and equitable development.
- 2. Provide Multi-Year Funding to Neighbourhood Associations**
Provide \$250,000–\$500,000 annually per association or coalition to support resident leadership, safety initiatives, youth programming, and tenant advocacy.
- 3. Formalize a Citywide Community Benefits Framework**
Embed Community Benefits Agreements (CBAs) into SDP implementation to secure equitable jobs, training, social procurement, and deep housing affordability.
- 4. Establish a Citywide Evaluation and Accountability Mechanism**
Create a social development index with transparent public reporting on outcomes, equity impacts, and lessons learned.

Executive Summary & Calls to Action

Toronto is at a transformational moment. Social Development Plans offer a scalable, inclusive strategy to strengthen neighbourhood resilience and reduce systemic barriers.

FoSTRA calls on Toronto City Council to:

- Adopt SDPs across all priority neighbourhoods, starting with a phased pilot rollout in 2026-27..
- Fund neighbourhood associations or coalitions to lead implementation.
- Embed community benefits into development processes.
- Establish a robust citywide evaluation mechanism.
- Leverage global opportunities by aligning with the **UN SDGs** and collaborating with partners like the **World Urban Pavilion**.
- Collaboration and partnership with philanthropic organizations

By doing so, Toronto can lead the nation in **community-led urban renewal**, setting a new precedent for **participatory governance, international collaboration, and inclusive city-building**.

Prepared by the Federation of South Toronto Residents' Associations (FoSTRA) and the Regent Park Neighbourhood Association (RPNA)

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Regent Park Neighbourhood Association



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January 20th 2026

Mayor Olivia Chow

Toronto City Hall, 2nd Floor
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Members of City Council

Toronto City Hall
100 Queen Street West
Toronto, ON M5H 2N2

Written Submission & Deputation to Mayor Olivia Chow and Members of Council - [BV11.1](#)

Public Presentations on the 2026 Capital and Operating Budgets

Date: January 20, 2026

Submitted by: **Walied Khogali Ali**

Co-Chair, Regent Park Neighbourhood Association (RPNA) – <http://www.regentparkna.ca>

Introduction

The Regent Park Neighbourhood Association (RPNA) submits this written statement in relation to **Item BV10.1 – Public Presentations on the 2026 Capital and Operating Budgets**.

RPNA is a resident-led organization representing one of Toronto’s most diverse and historically disinvested communities. For decades, Regent Park residents, community partners, and the City of Toronto have demonstrated that **community safety, housing stability, and social cohesion are most effectively achieved through sustained social development and prevention—not displacement and enforcement**.

The 2026 Budget, as currently proposed, moves the City further away from this evidence-based approach.

Evictions From City-Owned Social Housing: A Growing Crisis:

From **January 1 to October 31, 2025**, Toronto Community Housing (TCHC)—a corporation wholly owned by the City of Toronto—**evicted 391 households**. These figures are **preliminary**, but deeply concerning.

This represents **more than 1,200 residents**—children, seniors, and families—displaced from social housing and pushed toward **shelters, encampments, overcrowding, and extreme housing insecurity**. Evictions from social housing have increased by **more than 100% in just two years**, alongside the persistence of “**hidden evictions**”, including coerced lease removals and informal displacement that never appear in official statistics.

Social housing is intended to provide **permanent stability**. Increasingly, it is functioning as a **pipeline to homelessness**.

A Budget Misaligned With Evidence and Outcomes

Budgets are moral documents. They reveal priorities.

The proposed 2026 Budget recommends **\$93.8 million in additional funding for the Toronto Police Service**, while allocating:

- **\$0** for eviction prevention for social housing tenants who do not qualify for the Rent Bank;
- **\$0** for tenant stabilization supports within Toronto Community Housing; and
- **\$0** for the **Regent Park Social Development Plan (RPSDP)**.

This is particularly concerning given that **Regent Park recorded zero gun-related deaths in 2023**, a result widely credited to **long-term investment in social development, violence prevention, youth engagement, and resident-led safety initiatives**.

Defunding the RPSDP while benefiting from its outcomes represents a fundamental policy contradiction.

Debt Expenditures Have Grown—Raising the Stakes for Smarter Spending

The issue before Council is not simply the size of the City’s budget, but the **long-term financial sustainability of how the City is financing it**.

Toronto’s expenditures—and critically, **debt-related costs**—have increased substantially over time:

- **2005**: approximately **\$473 million**
- **2015**: approximately **\$591 million**
- **2025**: approximately **\$968.5 million**

This growth reflects not only higher operating and capital spending, but **rising debt servicing obligations**, which now consume a growing share of the City’s annual budget.

As debt expenditures increase:

- fewer discretionary dollars remain available for community services;
- pressure grows to cut preventative programs during budget cycles; and
- the City becomes more reliant on short-term, reactive spending to manage crises.

This makes the current budget direction especially concerning.

When debt costs rise, it becomes even more critical to invest in evidence-based solutions that reduce long-term liabilities, rather than perpetuating cycles of eviction, homelessness, enforcement, emergency shelter use, and policing—each of which carries significantly higher downstream costs.

The Case for Social Development Plans

The [FoSTRA White Paper on Social Development Plans](#), prepared in collaboration with community partners including RPNA, provides a clear, costed, and fiscally responsible roadmap for addressing these challenges.

Key findings include:

- Social Development Plans (SDPs) are **community-led, outcomes-driven frameworks** that address safety, housing stability, youth engagement, and equity.
- In Regent Park, City investment of approximately **\$500,000 annually (2019–2024)** produced measurable results, including reduced violence and improved community cohesion.
- Sustainable SDPs require **\$250,000–\$500,000 per neighbourhood per year**, an amount that is modest compared to the long-term costs of displacement, enforcement, shelters, and emergency services.

In a context of rising debt expenditures, SDPs represent a **cost-avoidance strategy**, not a discretionary add-on.

RPNA's Budget Requests

RPNA respectfully calls on the Budget Subcommittee to recommend the following amendments to the 2026 Budget:

1. **Restore and stabilize operating funding for the Regent Park Social Development Plan** to maintain proven prevention, tenant stability, and community safety infrastructure.
2. **Fund a citywide pilot of Social Development Plans beginning in 2026**, starting with at least five high-need neighbourhoods, as outlined in the FoSTRA White Paper.
3. **Explicitly align SDP funding with eviction prevention**, including:
 - arrears prevention and tenant stabilization supports;
 - legal navigation and advocacy;
 - mental health and community-based services.
4. **Commit to transparent, disaggregated data collection** on evictions, displacement, and tenant outcomes to ensure accountability and equity.

Conclusion

Evictions from social housing are not inevitable. They are the result of **policy and budget choices**. At a time when **debt expenditures are growing** and fiscal flexibility is narrowing, the City cannot afford to continue investing in approaches that **fail to prevent harm and generate higher long-term costs**. Regent Park has demonstrated that **strategic social development investments reduce violence, improve stability, and protect public dollars**. The 2026 Budget should build on that success—not reverse it.

RPNA urges the Budget Subcommittee to recommend investments that prioritize **prevention over displacement, evidence over reaction, and long-term fiscal responsibility alongside human dignity**. Thank you for the opportunity to submit this statement for the public record.

Sincerely,

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Written Submission

Item BV10.1 – Public Presentations on the 2026 Capital and Operating Budgets

Submitted by:

Regent Park Neighbourhood Association (RPNA)

Toronto, Ontario

Contact:

Walied Khogali Ali

Co-Chair, Regent Park Neighbourhood Association

Submitted on behalf of:

Regent Park Neighbourhood Association

cc: Members of the FoSTRA, RPNA Board of Directors, SDP Planning Committee

About the Regent Park Neighbourhood Association

The RPNA seeks to foster an inclusive, diverse and healthy neighbourhood in which all residents feel at home. The RPNA also recognizes that Toronto Community Housing (TCH) residents had a vibrant community in Regent Park prior to the redevelopment and seeks to build on that history of grassroots initiatives, resident led ventures, and strong networks. To ensure that this heritage is not lost, TCH residents serve in half of the RPNA Leadership Team positions. The RPNA's advocacy was central in negotiating and winning a commitment from TCHC to include a \$26.8M Community Benefits Agreement as part of Phase 4 and 5 of revitalization in Regent Park.

The RPNA seeks to foster an inclusive, diverse and healthy community through...

1. **ADVOCACY** - to provide a strong voice for residents on issues that will benefit our entire community.
2. **COMMUNITY BUILDING** - to bring our culturally diverse and mixed-income community together.
3. **COMMUNICATION** - So much is happening in Regent Park! It's important to keep residents informed.

