

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)

fostrato.weebly.com

<https://www.regentparkna.ca/>



Cheryll Case

Founder and Executive Director

Phone: 647-905-0197

Email: Cheryll.Case@CPplanning.ca

Web: <https://cpplanning.ca/>

Cheryll Case
Founder and Executive Director
CP Planning
2575 Eglinton Ave W, Toronto, ON M6M 1T3

Re: Item - 2026.MPB38.1.4 – 2026 Operating and Capital Budget

Dear members of City Council,

I am writing on behalf of CP Planning, a Toronto-based community network that practices a human rights-based approach to urban planning as a means of strengthening housing stability, neighbourhood wellbeing, and equitable development.

We are writing in support of the City allocating stable, ongoing funding for community-led planning, including Social Development Plans / Community Development Plans (SDPs/CDPs), as part of Toronto's 2026 Budget, consistent with the recommendation of the Confronting Anti-Black Racism Advisory Committee (CABRAC).

Why community-led planning matters

Community-led planning enables residents, neighbourhood associations, and community organizations to coordinate responses to local needs before crises escalate. When communities are resourced to plan together, they are better able to strengthen housing stability, improve community safety, and coordinate services. In our work, we consistently see that community-led planning functions as essential social infrastructure – supporting preventative, place-based solutions that improve social and economic wellbeing.

Community led planning is a proven solution for securing funds and building jobs that improve community health.

Evidence and alignment

CABRAC's recommendation to allocate \$250,000–\$500,000 annually per neighbourhood for SDPs/CDPs is grounded in clear evidence.

- The Regent Park Social Development Plan improved community safety, increased youth employment, and strengthened service coordinations.
- The Build a Better Bloor Dufferin community planning effort, secured a historic \$50 million community benefits package, including \$12.5 million in cash for affordable housing in Davenport - when political leaders said no wins were possible. These outcomes are observed by a diversity of Toronto organizations, including the Federation of South Toronto Residents Associations.

Investing in community-led planning aligns with the City's equity commitments, such as the HousingTO 2020 - 2030 Action Plan, Poverty Reduction Action Plan, and Partnered Approach to Inclusive Economic Development.

CP Planning's multi-year work supporting community-led planning initiatives across Toronto and other Ontario municipalities makes the impact very clear. Where communities have stable planning capacity, they are better positioned to prevent displacement, reduce harm, and translate care into coordinated action.

My experience clarifies to me that Council's investment into community-led planning is an essential key to unlocking the funds required to meet the City's diverse needs. This includes the \$1,892.14/resident in funds identified by the City of Toronto's Housing Secretariat as unmet and required to achieve their 2020-2030 Housing Plan. Funding SDPs/CDPs at the level recommended by CABRAC amounts to less than \$24.14 per person annually, yet delivers significant preventative value and economic development which increases the city's capacity to meet its diverse needs.

Request

We respectfully encourage City Council to allocate stable, ongoing funding for community-led planning, consistent with CABRAC's recommendation of \$250,000-\$500,000 per neighbourhood annually, as part of the 2026 City Budget.

Closing

CP Planning would welcome the opportunity to support implementation, share insights from our work, and collaborate with the City and community partners as these investments move forward. Thank you for your leadership and consideration of approaches that advance equitable, preventative, and community-based solutions to neighbourhood health and wellbeing.

Sincerely,



Cheryll Case
Founder and Executive Director
CP Planning

Regent Park Neighbourhood Association



MPB38.1 **2026 Operating and Capital Budget**

Regent Park Neighbourhood Association Inc.

585 Dundas Street East, Toronto, Ontario
M5A 2B7 – 3rd Floor
rpa.info@gmail.com | (647) 294-4105

February 9, 2026

Mayor Olivia Chow and Members of City Council

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

Re: Continued Investment in Social Development Plans

Reference: [EX28.19](#) – 2026 Budget Allocation for Social Development Plan Implementation

Dear Mayor Chow and Members of City Council,

We are writing on behalf of the **Regent Park Neighbourhood Association (RPNA)** to reiterate and reinforce our request for continued and stable investment in Social Development Plans (SDPs) as part of the City of Toronto’s 2026 Operating and Capital Budget.

RPNA previously submitted a written letter and deputation to the Executive Committee in relation to **[Item EX28.19](#) – 2026 Budget Allocation for Social Development Plan Implementation**. As City Council now considers the 2026 Budget, we wish to ensure that the perspectives and evidence shared through that submission remain clearly before all Members of Council.

Social Development Plans are not pilot projects or short-term initiatives. They are proven, resident-led frameworks that address the root causes of inequity, violence, and displacement by coordinating prevention, community safety, economic opportunity, and social cohesion at the neighbourhood level.

Citywide Momentum for Social Development Plans

There is growing, citywide consensus that SDPs are essential social infrastructure. Resident associations and coalitions across Toronto — including **[submissions](#)** from the Federation of South Toronto Residents’ Associations (**[FoSTRA](#)**) — have called on the City to scale and stabilize SDP investment to meet rising social and economic pressures facing neighbourhoods.

This momentum reflects a shared understanding: without sustained investment in community-based prevention and coordination, the City will continue to face escalating costs related to crisis response, enforcement, and displacement.

Regent Park: A Proven Model

Regent Park is Toronto's first Social Development Plan, approved by City Council in 2007 and refreshed in 2019 through extensive resident engagement. The Regent Park SDP focuses on four priority areas:

- Community Safety
- Employment and Economic Development
- Community Building
- Communication

Between 2019 and 2024, the SDP has demonstrated [measurable outcomes](#), including strengthened community safety, expanded employment pathways, enhanced service coordination, and large-scale resident participation in governance and neighbourhood life. These outcomes are the direct result of [stable funding](#), resident leadership, and [cross-sector collaboration](#).

Budget Context and Prevention

As Council weighs difficult budget decisions, it is important to recognize that investments in SDPs complement and reduce pressure on other City systems. Prevention-focused social development improves safety outcomes, reduces avoidable crises, and strengthens trust between residents and institutions.

If significant increases of **\$93,800,000** in enforcement and reactive spending are being considered, comparable investments in prevention, [equity](#), and community capacity are both fiscally responsible and evidence-based.

Request to City Council

As City Council deliberates on the 2026 Budget, RPNA respectfully urges Council to:

- Uphold and advance the commitments outlined in [EX28.19](#)
- Ensure stable, ongoing funding for Social Development Plans
- Support a citywide approach to SDPs, beginning with equity-deserving and high-priority neighbourhoods
- Resource resident-led neighbourhood associations and coalitions to coordinate and deliver SDP work with accountability and transparency

Closing

The Regent Park Social Development Plan has shown that when the City invests in residents and prevention, the returns are measurable, lasting, and [enhances city-building](#).

We urge Members of Council to affirm Social Development Plans as a core component of Toronto's approach to safety, equity, and neighbourhood well-being, and to reflect this commitment in the final 2026 Budget.

Thank you for your leadership and consideration. RPNA would welcome the opportunity to engage further as budget deliberations continue.

Sincerely,

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

Shahan Ahia
President
Regent Park Neighbourhood Association
(416-918-4385)

regentparkna.ca

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.

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3. **COMMUNICATION** - So much is happening in Regent Park! It's important to keep residents informed.

February 10, 2026
Toronto

**Dear Mayor Olivia Chow
and Members of City Council,**

I am writing on behalf of the Urban Economy Forum (UEF) to express our strong support for the restoration and stabilization of \$500,000 in annual project funding for the Regent Park Social Development Plan (RPSDP) in the City of Toronto's 2026 Operating and Capital Budget.

The Urban Economy Forum has been actively engaged in Regent Park through the World Urban Pavilion, powered by The Daniels Corporation, located at the heart of the Regent Park redevelopment. This Pavilion operates as a global exchange platform for knowledge, innovation, and best practices in urban revitalization, while remaining deeply embedded in the local community. Our work has demonstrated how Regent Park—developed through the leadership of The Daniels Corporation in partnership with Toronto Community Housing (TCH)—stands today as an internationally recognized gold practice of inclusive, mixed-income, and community-centred urban regeneration.

Through the World Urban Pavilion, UEF has worked closely with the Regent Park Neighbourhood Association, residents, local organizations, and partners to host community meetings, public dialogues, policy discussions, and international exchanges. These activities have ensured that global conversations on cities, equity, and urban transformation are directly informed by lived experience, while also positioning Regent Park as a learning model for cities across Canada and around the world.

Our engagement has aligned directly with the principles and priorities of the Regent Park Social Development Plan. We have seen firsthand how the SDP provides a coordinated, resident-led framework that translates City priorities into tangible outcomes at the neighbourhood level—particularly in a community navigating the social and economic pressures that accompany large-scale redevelopment. The SDP has been essential in creating trust, accountability, and effective collaboration across residents, community partners, institutions, and City divisions.

From our perspective, the Regent Park Social Development Plan functions as essential social infrastructure. Stable project funding enables prevention-focused, community-led work; reduces duplication across agencies; strengthens resident governance; and supports long-term planning that is significantly more effective—and more cost-efficient—than reactive, crisis-driven responses. The social and economic gains achieved in Regent Park reflect the impact of sustained, coordinated investment, not short-term or fragmented interventions.

We are therefore concerned that the absence of renewed SDP project funding in the proposed 2026 Budget places these achievements at risk. At a time when Toronto faces mounting pressures related to housing affordability, social

Headquarter:
Phone: +1 (800) 625-7689
1000 Sand St East Unit 5 & 6
Ottawa, Canada, M5A 0R3
Website: www.ueforum.org
Inquiry: info@UEForum.org

UEF-USA:
Phone: +1(202)749-8700
100 M St SE, Suite 600
Washington DC, 20003 USA

UEF-Ibero America:
Phone: +351 910263684
Address: Avenida da Liberdade 110
LISBON Portugal
Email: eortiz.jasso@ueforum.org

UEF-Caribbean:
Blvd. Puerto Cancún, Cooperativo Diomedea 503
CANCUN, México, Phone: +529982423295
Email: eortizjasso@ueforum.org

inequality, and strain on emergency and crisis systems, disinvesting from a proven, prevention-focused framework would be counterproductive.

For these reasons, the Urban Economy Forum respectfully urges City Council to:

- Restore and stabilize \$500,000 in annual project funding for the Regent Park Social Development Plan in the 2026 Budget; and
- Reaffirm Council’s commitment to community-led social development as a foundational pillar of public safety, community wellbeing, and equitable city-building, including continued support for platforms such as the World Urban Pavilion that amplify Regent Park’s impact locally and globally.

Continued investment in the Regent Park Social Development Plan is not only an investment in one neighbourhood—it is an investment in a resident-driven, prevention-focused model of social infrastructure that Toronto can continue to learn from, strengthen, and scale city-wide.

Thank you for your leadership and consideration. We would welcome the opportunity to provide further information or to speak directly to our experience working within the SDP framework and through the World Urban Pavilion in Regent Park.

Best Regards,



Reza Pourvaziry
Chair

cc : Members of Toronto City Council; Budget Committee; City Manager; Social Development, Finance & Administration Division

Dear Mayor Chow and Members of City Council,

I am writing on behalf of the **Regent Park Tenants Rights Association (RPTRA)** to express our strong support for the **restoration and stabilization of \$500,000 in annual project funding** for the **Regent Park Social Development Plan (RPSDP)** in the City of Toronto's 2026 Operating and Capital Budget.

Our organization has worked closely with residents, community partners, and City divisions through SDP-aligned initiatives, and we have seen firsthand the value of the Social Development Plan as a **coordinated, resident-led framework** that translates City priorities into tangible, community-level outcomes. In a neighbourhood undergoing significant redevelopment and social pressure, the SDP has provided a trusted structure for collaboration, accountability, and alignment across sectors.

Through our involvement in **RPSDP project(s) or initiative(s)**, we hope our organization will receive contributions **[financial and/or in-kind contributions] in the next year or further**. Hopefully, RPSDP will collaborate with RPTRA (in partnership) **to strengthen resident leadership and participation, youth engagement, violence prevention and community safety, improved service coordination, or social cohesion in the future**. These outcomes are possible if the SDP provides clear governance, resident leadership, and a prevention-focused approach grounded in lived experience.

From our perspective, the Regent Park Social Development Plan may function as **essential social infrastructure**. Stable project and programming funding enables prevention-oriented work, reduces duplication across agencies, strengthens resident governance, and supports long-term planning that is far more effective—and cost-efficient—than reactive, crisis-driven responses. The gains achieved in Regent Park in recent years reflect the impact of **sustained, coordinated investment**, not short-term or fragmented interventions.

We are therefore concerned that the absence of renewed SDP project funding in the proposed 2026 Budget places these hard-won outcomes at risk. At a time when communities across Toronto are experiencing heightened pressures—including housing instability, rising service demand, and increasing strain on emergency and crisis systems—disinvesting from a proven, prevention-focused framework is counterproductive and fiscally short-sighted.

For these reasons, **RPTRA** respectfully urges the City Council to:

1. **Restore and stabilize \$500,000 in annual project funding** for the Regent Park Social Development Plan in the 2026 Budget; and
2. **Reaffirm Council's commitment to community-led social development** as a core pillar of public safety, community wellbeing, and equitable city-building.

Continued investment in the Regent Park Social Development Plan is not only an investment in one neighbourhood—it is an investment in a resident-driven, prevention-focused model of social infrastructure that Toronto can continue to learn from and scale city-wide.

Thank you for your leadership and consideration. We would welcome the opportunity to provide further information or speak to our experience working within the SDP framework.

Sincerely,



Shah Saleh Ahmed

President

Regent Park Tenants Rights Association (RPTRA)

rptraorg@gmail.com

Mobile: 416-737-5677

cc: Members of Toronto City Council; Budget Committee; City Manager; Social Development, Finance & Administration Division





The Honourable Olivia Chow
Mayor of Toronto
City Hall, 2nd Floor
100 Queen St. W.
Toronto, ON M5H 2N2

Dear Mayor Chow and Members of City Council,

Re: Item MPB38.1 – 2026 Operating and Capital Budget (City-wide)

I am writing on behalf of **the Toronto Birth Centre** to express our strong support for the **restoration and stabilization of \$500,000 in annual project funding** for the **Regent Park Social Development Plan (RPSDP)** in the City of Toronto's 2026 Operating and Capital Budget.

Our organization has worked closely with residents, community partners, and City divisions through SDP-aligned initiatives, and we have seen firsthand the value of the Social Development Plan as a **coordinated, resident-led framework** that translates City priorities into tangible, community-level outcomes. In a neighbourhood undergoing significant redevelopment and social pressure, the SDP has provided a trusted structure for collaboration, accountability, and alignment across sectors.

In 2025, through the Toronto Birth Centre's involvement in **Perinatal Community Programming for Pregnant and Parenting residents of Regent Park**, our organization contributed **32 workshops joining together over 282 community members and registered health professionals** over the course of **12 transformative months**. This work supported outcomes such as **peer-group capacity building, increased healthcare literacy and access, as well as covering high-quality information regarding key topics including Infant CPR, how to get Prenatal Care, and Postpartum Health**. These outcomes were made possible because the SDP provided clear governance, resident leadership, and a prevention-focused approach grounded in lived experience. **The families of Regent Park benefitted from engaging with the TBC programming made possible by the Regent Park SDP funding. Programs like this, which support community engagement and connect community peer-leaders with skill-building, are essential to improved parental-neonatal health outcomes. This type of neighbourhood investment is needed on an on-going basis, to continue to prioritize the children, parents, and families of Regent Park.**

From our perspective, the Regent Park Social Development Plan functions as **essential social infrastructure**. Stable project and programming funding enables prevention-oriented work, reduces duplication across agencies, strengthens resident governance, and supports long-term planning that is far more effective—and cost-efficient—than reactive, crisis-driven responses. The gains achieved in



Regent Park in recent years reflect the impact of **sustained, coordinated investment**, not short-term or fragmented interventions.

We are therefore concerned that the absence of renewed SDP project funding in the proposed 2026 Budget places these hard-won outcomes at risk. At a time when communities across Toronto are experiencing heightened pressures—including housing instability, rising service demand, and increasing strain on emergency and crisis systems—disinvesting from a proven, prevention-focused framework is counterproductive and fiscally short-sighted. **The work of the Regent Park SDP reaches even the hardest to reach within the neighbourhood.**

For these reasons, **the Toronto Birth Centre** respectfully urges City Council to:

1. **Restore and stabilize \$500,000 in annual project funding** for the Regent Park Social Development Plan in the 2026 Budget; and
2. **Reaffirm Council's commitment to community-led social development** as a core pillar of public safety, community wellbeing, and equitable city-building.

Continued investment in the Regent Park Social Development Plan is not only an investment in one neighbourhood—it is an investment in a resident-driven, prevention-focused model of social infrastructure that Toronto can continue to learn from and scale city-wide.

Thank you for your leadership and consideration. We would welcome the opportunity to provide further information or speak to our experience working within the SDP framework.

Sincerely,

Blandine Tona
Executive Director
Toronto Birth Centre
ed@torontobirthcentre.ca | 416-466-8080

cc: Members of Toronto City Council; Budget Committee; City Manager; Social Development, Finance & Administration Division

February 9, 2026

Dear Mayor Chow and Members of City Council,

I am writing on behalf of Regent Park Community Health Centre (RPCHC) to express our support for the restoration and stabilization of project funding for the Regent Park Social Development Plan (RPSDP) in the City of Toronto's 2026 Capital and Operating Budgets.

Regent Park Community Health Centre has worked closely with the Regent Park community through RPSDP-aligned initiatives, and we have seen firsthand the value of the Social Development Plan as a coordinating framework that translates City priorities into real, community-level outcomes. The SDP has provided an important structure for collaboration between residents, community agencies, and City divisions—particularly in a neighbourhood experiencing significant redevelopment and social pressure.

Through our involvement, we have received funding for our Youth Enrichment Academy, an after-school program for youth in grades 5-8, providing academic support and mentorship, and funding for multiple Black History Month events held over several years. This investment contributed to expanded youth leadership opportunities, stronger resident participation in community programming, and increased collaboration between RPCHC and local partners. It also supported safer, more inclusive community spaces and improved coordination of services for youth and families. These results were possible because the SDP provided clear governance, accountability, and a resident-led approach grounded in lived experience.

From our perspective, the Social Development Plan functions as essential social infrastructure. Predictable operating funding has enabled prevention-focused work, reduced duplication across agencies, and supported long-term planning that is far more cost-effective than reactive emergency responses. The gains achieved in Regent Park—particularly in community safety, social cohesion, and trust—are the direct result of sustained, coordinated investment.

We are concerned that the absence of stable funding for the Regent Park Social Development Plan in the proposed 2026 Budget places these outcomes at risk. At a time when communities are facing rising eviction pressures, housing instability, and increased demand on crisis systems, reducing support for a proven prevention framework could contribute to greater instability in the neighbourhood. For these reasons, Regent Park Community Health Centre respectfully urges City Council to:



REGENT PARK
COMMUNITY HEALTH CENTRE

Main Office

465 Dundas St. East
Toronto, ON M5A 2B2
Phone: 416-364-2261

Dental Clinic

465 Dundas St. East
Toronto, ON M5A 2B2
Phone: 416-364-7019

Pathways to Education

563 Dundas St. East # 202
Toronto, ON M5A 2B7
Phone: 416-642-1570

Finance and Operations

563 Dundas St. East # 203
Toronto, ON M5A 2B7
Phone: 416-642-1570

Diabetes Education Program

563 Dundas St. East # 205
Toronto, ON M5A 2B7
Phone: 416-603-0336

Early Years Program

2nd Floor-38 Regent St.
Toronto, ON M5A 3N7
Phone: 416-362-0805

www.regentparkchc.org



- Restore and stabilize \$500,000 in project funding for the Regent Park Social Development Plan in the 2026 Budget; and
- Reaffirm Council's commitment to community-led social development as a core pillar of public safety, housing stability, and equitable city-building.

Continued investment in the Regent Park Social Development Plan is not only an investment in one neighbourhood—it is an investment in approaches that Toronto can continue to learn from and scale across the city.

Thank you for your leadership and consideration. We would be pleased to provide further information if helpful.

Sincerely,

A handwritten signature in black ink, appearing to read 'Payam Pakravan', with a stylized flourish extending to the right.

Payam Pakravan
Executive Director (Interim)
Regent Park Community Health Centre

Regent Park Social Development Plan

585 Dundas Street East, Toronto, Ontario

M5A 2B7 – 3rd Floor

sdp.regentpark@gmail.com

(437)-246-7654

February 9th 2026



Mayor Olivia Chow and Members of Council

Toronto City Hall, 2nd Floor

100 Queen Street West

Toronto, ON M5H 2N2

Re: *Item MPB38.1 – 2026 Operating and Capital Budget (City-wide)*

Dear Mayor Chow and Members of City Council,

We are writing on behalf of the **Planning Committee of the Regent Park Social Development Plan (RPSDP)** to advocate for the **restoration and stabilization of dedicated project and programming funding** for the Regent Park Social Development Plan in the City of Toronto's 2026 Capital and Operating Budgets.

The Regent Park Social Development Plan is a **community-led, City-supported framework** established to ensure that physical revitalization in Regent Park is matched by sustained investments in community safety, social cohesion, resident leadership, and equitable access to opportunity. From its inception, the SDP was designed to align City divisions, service providers, and residents around shared priorities, accountability, and measurable outcomes—recognizing that redevelopment without social infrastructure deepens inequities rather than resolves them.

A Brief History and Council Leadership

The Regent Park Social Development Plan emerged from years of community advocacy and collaboration with the City of Toronto. It was advanced with the strong support of former Councillor **Pam McConnell**, whose leadership recognized that physical redevelopment without parallel social investment would undermine long-term community well-being.

That commitment was later reaffirmed through Council action led by former Councillor **Kristyn Wong-Tam**, who moved the motion to resource the Regent Park Social Development Plan and

embed it as a cornerstone of community safety and well-being. This Council-backed investment reflected a shared understanding: **prevention, social infrastructure, and resident leadership are essential to building safe and resilient neighbourhoods.**

Demonstrated Progress and Outcomes

Between 2019 and 2025, City investment in the Regent Park Social Development Plan supported tangible progress, including:

- Contributing to sustained community safety and violence-prevention efforts, including a year in which Regent Park experienced **zero gun-related homicides**, alongside strengthened youth engagement and prevention-focused strategies;
- Strengthening coordination among residents, City divisions, and community agencies through a shared governance and accountability framework;
- Expanding youth leadership development, employment pathways, and culturally responsive programming;
- Improving coordination of supports related to housing navigation, wellbeing, and community stability; and
- Increasing trust, participation, and social cohesion in a neighbourhood undergoing significant redevelopment and demographic change.

These outcomes were **not incidental**. They were enabled by predictable funding, long-term planning, and resident-driven implementation through the SDP's coordinated framework.

For Council's reference, additional background on SDP outcomes and impacts is available through:

- **Regent Park SDP Resource Page:** <https://www.downtowneastvotes.ca/sdp/index.html>
-

Clarifying the Current Funding Context:

We acknowledge recent correspondence from City staff noting that, while no new SDP investments are proposed in the 2026 Budget, Social Development continues to support this work through:

- A **\$50,000 annual operating allocation**, and
- **One full-time Community Development Worker**, approved by Council.

We appreciate these commitments. However, as discussed and affirmed at recent SDP Planning Committee meetings, the core issue before Council is **not merely the existence of these allocations**, but the SDP Network's **limited and inconsistent access to them in practice**.

Without clear, functional access to operational resources and staffing support, the SDP's ability to coordinate working groups, steward governance, and translate planning into on-the-ground outcomes is significantly constrained. **This distinction between allocated resources and implementation capacity is critical.**

Programming and Project Investments Required to Implement the SDP

To effectively implement Council-endorsed priorities through the Regent Park Social Development Plan, the Planning Committee is requesting **stable project and programming investments** in the following areas:

SDP Coordination and Backbone Capacity

Dedicated funding to support central coordination of the SDP network, including convening working groups, aligning City divisions and partners, stewarding implementation, and supporting reporting and accountability.

Resident Leadership, Governance, and Participation

Resources to ensure meaningful resident participation through honoraria and accessibility supports, leadership and facilitation training, and full implementation of the *Shaping SDP Culture* framework, including conflict resolution and mediation processes.

Community Safety and Prevention Coordination

Support for community-led prevention infrastructure, youth engagement linked to safety outcomes, and coordinated strategies that reduce reliance on enforcement and emergency responses.

Economic Stability and Workforce Integration

Coordination support linking social development priorities with workforce pathways, skills development, and employment-focused initiatives that strengthen household and community stability.

Monitoring, Evaluation, and Knowledge Mobilization

Modest resources to track outcomes, support evidence-based decision-making, and share lessons learned to inform the potential scaling of Social Development Plans city-wide.

These investments are **not program-by-program grants**, but essential social infrastructure required to translate Council priorities into measurable and sustainable community outcomes.

Alignment with FoSTRA and CABRAC (Executive Committee Item 2025.EX28.19)

These requests align with broader City-endorsed directions on equity, prevention, and community safety.

The **Federation of South Toronto Residents' Associations (FoSTRA)** has formally endorsed sustained support for Social Development Plans as a resident-driven, prevention-focused approach to neighbourhood well-being.

In addition, the **Confronting Anti-Black Racism Advisory Committee (CABRAC)** advanced motions emphasizing the need for structural, preventative investments to address systemic inequities and community safety. These motions were referred by the Executive Committee on December 9, 2025, under **Item 2025.EX28.19**, affirming Council's recognition that upstream social development investments reduce harm and inequity.

The Regent Park Social Development Plan directly operationalizes these Council-endorsed directions at the neighbourhood level through resident leadership, prevention-focused strategies, and accountable governance.

The Risks of Disinvestment

The absence of stable project and programming funding for the Regent Park Social Development Plan in the proposed 2026 Budget places these gains at risk, at a time when pressures on communities across Toronto are intensifying.

Disinvesting from the SDP weakens a proven prevention framework and shifts costs toward far more expensive emergency, enforcement, and crisis-based responses.

A Prudent and Forward-Looking Investment

As the City manages rising expenditures and fiscal pressures, it is essential that limited resources be directed toward **evidence-based approaches that prevent harm and reduce long-term liabilities**.

The Regent Park Social Development Plan has consistently demonstrated that **modest, sustained investments** deliver strong returns in safety, stability, social cohesion, and fiscal responsibility. This model has informed broader discussions about scaling Social Development Plans across Toronto and aligns with national and global frameworks for inclusive and resilient cities.

Our Request to City Council

On behalf of the Planning Committee of the Regent Park Social Development Plan, we respectfully request that City Council:

1. **Restore and stabilize dedicated project and programming funding** for the Regent Park Social Development Plan in the 2026 Budget;
2. **Ensure meaningful access to approved operational resources and staffing**, so the SDP Network can effectively implement Council-endorsed priorities; and
3. **Affirm the Regent Park SDP as a core implementation vehicle** for Council directions advanced through FoSTRA advocacy and CABRAC-endorsed motions, including those referred under Item [2025.EX28.19](#).

Restoring funding to the Regent Park Social Development Plan honours the legacy of Council leadership that made this work possible and ensures that Regent Park residents are not left behind at a moment of growing instability across the city.

Thank you for your consideration. We would welcome the opportunity to provide further information or meet to discuss the continued importance of the Regent Park Social Development Plan.

Sincerely,

Walied Khogali Ali
On behalf of the Planning Committee
Regent Park Social Development Plan

cc: Members of Toronto City Council; Budget Committee; City Manager; Social Development, Finance & Administration Division



**Federation of
South Toronto
RESIDENTS'
ASSOCIATIONS**

October 8, 2025

Olivia Chow
Mayor
Toronto City Hall
100 Queen Street West
Toronto, ON M5H 2N2
Mayor_Chow@toronto.ca

Subject: Adoption and Implementation of Social Development Plans in 2026

Dear Mayor Chow,

The Federation of South Toronto Residents Associations (FoSTRA) is a community-based organization that currently represents 29 residents' associations (RAs) in the five downtown wards – Wards 4, 9, 10, 11 and 13 – and, through these RAs, hundreds of thousands of Toronto residents.

We are writing to share our recently approved **White Paper on Social Development Plans**. This paper outlines a vision for advancing equity, community well-being, and resident-led planning across Toronto through the adoption of Social Development Plans (SDPs).

The Regent Park Social Development Plan has demonstrated that investing in coordinated, resident-driven strategies for community safety, employment, economic development, and inclusion can achieve significant results. FoSTRA believes that this model should be adopted and expanded citywide to more at-risk neighbourhoods in 2026.

Our White Paper suggests an initial expansion to **six** neighbourhoods in 2026, with the public funds administered by a public trustee, and resident groups in these neighbourhoods being mentored by members of the Regent Park Neighbourhood Association.



Federation of
South Toronto
RESIDENTS'
ASSOCIATIONS

We respectfully request a **meeting with Mayor Olivia Chow** to discuss next steps toward adoption and implementation. With municipal elections scheduled for 2026, it is essential that Council address this matter **before the July 2026 recess** to ensure continuity and leadership on this priority.

FoSTRA, alongside the Regent Park Neighbourhood Association (RPNA) and other community partners, is committed to supporting the City in building a framework for Social Development Plans that can be adapted to diverse neighbourhoods across Toronto.

We look forward to your response and to working together on this important initiative.

Sincerely,

A handwritten signature in black ink, appearing to read 'Rick Green', is positioned above the typed name.

Rick Green

Chair

Federation of South Toronto Residents Associations (FoSTRA)

Cc. Walied Khogali Ali, Co-Chair, Regent Park Neighbourhood Association /
Regent Park Social Development Plan

Cc. City Council

Cc. John Smith, Manager, Community Development, Social Development
Division – John.Smith@toronto.ca

Cc. Mohamed Shuriye, Executive Director (Interim), Social Development –
Mohamed.Shuriye@toronto.ca



**Federation of
South Toronto
RESIDENTS'
ASSOCIATIONS**

Cc. Paul Johnson, City Manager – paul.r.johnson@toronto.ca

Cc. Erica Woods – Erica.Woods@toronto.ca

Cc. FoSTRA Member RAs

From: orvillereynolds8@gmail.com
To: [Executive Committee](#)
Subject: [External Sender] RE: Item 2025.EX28.19 - Social Development Plan Implementation Funding
Date: December 8, 2025 10:58:43 PM

Re: Item 2025.EX28.19 – 2026 Budget Allocation for Social Development Plan Implementation

Executive Committee – December 9, 2025

To: Chair and Members of the Executive Committee
City of Toronto
exc@toronto.ca

Dear Chair and Members of the Executive Committee,

I am writing to express my strong support for Item 2025.EX28.19 and the unanimous recommendation of the Confronting Anti-Black Racism Advisory Committee (CABRAC), calling on City Council to allocate \$250,000–\$500,000 annually per neighbourhood to support the development and implementation of Social Development Plans (SDPs) across Toronto.

Why Social Development Plans Matter

Toronto is entering a critical period, with the 2026 municipal election approaching and growing pressures across neighbourhoods — including housing instability, youth unemployment, increased cost of living, and community safety challenges. These pressures disproportionately impact Black, Indigenous, and racialized residents, as CABRAC clearly identified.

SDPs/Community Development Plans offer a proven, data-driven, neighbourhood-based strategy to address these inequities while strengthening social cohesion, improving safety, and building long-term resilience.

The success of the Regent Park Social Development Plan demonstrates what is possible when the City partners directly with residents and invests in social infrastructure. The Regent Park SDP has contributed to measurable outcomes such as:

- Zero gun-related deaths in 2023
- Significant growth in youth employment and leadership opportunities
- Strong community cohesion and coordinated service delivery

- Resident-led initiatives supporting housing stability, employment pathways, and wellness programs

These outcomes reflect research highlighted in the Federation of South Toronto Residents Associations (FoSTRA) White Paper and show that SDPs are among the most effective tools for improving neighbourhood well-being.

Citywide Support for SDPs

Across Toronto, 29 resident associations represented by FoSTRA have called for a citywide rollout of Social Development Plans/Community Development Plans as a cornerstone of equitable urban development. Neighbourhoods are requesting a structured framework and sustainable investment to coordinate this work.

Equity, Anti-Black Racism, and Global Framework Alignment

CABRAC has emphasized that SDPs are core anti-Black racism interventions because they:

- Address disparities in safety, housing, economic mobility, and service access
- Build community capacity and leadership
- Support equity-based, resident-led governance structures

SDPs also align with:

- The UN Sustainable Development Goals
- The UN International Decade for People of African Descent
- Global best practices in community-led urban development

Budget Context

The request for SDP investments must also be understood within the broader 2026 budget context. The Toronto Police Service is seeking a \$93.8 million increase — roughly \$600,000 per neighbourhood. If we can consider increases of that scale for policing, the City must also commit to sustained investments in prevention, equity, and community capacity.

SDPs complement—not compete with—traditional public safety approaches by addressing root causes and strengthening neighbourhood resilience.

Recommendation

I respectfully urge the Executive Committee to adopt CABRAC's recommendation and ensure the 2026 City Budget includes:

- \$250,000–\$500,000 in annual, ongoing funding per neighbourhood
- Dedicated support for neighbourhood associations and resident-led coalitions
- A citywide rollout of SDPs beginning with priority neighbourhoods
- Clear accountability measures aligned with equity frameworks and race-based data

This investment will advance community safety, equitable development, and the reduction of anti-Black racism across our city.

Thank you for your consideration and for your leadership at this critical moment. I would welcome the opportunity to further discuss the importance of Social Development Plans.

Sincerely,

Orville Reynolds

Director

Regent Park United | Futbol For ALL

T: (416) 576-2292

regentparkunited.com

From: orvillereynolds8@gmail.com <orvillereynolds8@gmail.com>

Sent: December 8, 2025 9:53 PM

To: exc@toronto.ca

Subject: Item 2025.EX28.19 - Social Development Plan Implementation Funding

Good evening.

I wish to depute on Item 2025.EX28.19 – Social Development Plan Implementation Funding.

Orville Reynolds

Director

Regent Park United | Futbol For ALL

T: (416) 576-2292

regentparkunited.com

Dear Chair and Members of the Executive Committee,

I am writing to express my strong support for **Item 2025.EX28.19**. This item has the **unanimous recommendation** of the Confronting Anti-Black Racism Advisory Committee (CABRAC), calling on City Council to allocate **\$250,000–\$500,000 annually for each per priority neighbourhood**, to support the development and implementation of **Social Development Plans (SDPs)** across Toronto.

Why Social Development Plans Matter

Toronto is entering a critical period, with the 2026 municipal election approaching and growing pressures across neighbourhoods — including housing instability, youth unemployment, increased cost of living, and community safety challenges. These pressures disproportionately impact **Black, Indigenous, and racialized residents**, as CABRAC clearly identified.

SDPs/Community Development Plans offer a **proven, data-driven, neighbourhood-based strategy** to address these inequities while strengthening social cohesion, improving safety, and building long-term resilience.

When the City partners directly with residents and invests in social infrastructure, experience has proven that there are concrete results in terms of fewer gun-related deaths, growth in youth employment, better coordinated service delivery, and more leadership opportunities for youth. The Regent Park SDP has contributed to measurable outcomes such as:

- Zero gun-related deaths in 2023
- Significant growth in **youth employment and leadership opportunities**.
- Strong community cohesion and coordinated service delivery.
- Resident-led initiatives supporting housing stability, employment pathways, and wellness programs

These outcomes reflect research highlighted in the Federation of South Toronto Residents Associations (FoSTRA) White Paper, and show that Social Development funding is among the most effective tools for improving neighbourhood well-being.

Citywide Support for SDPs

Across Toronto, **29 resident associations** represented by FoSTRA have called for a **citywide rollout** of Social Development Plans/Community Development Plans as a cornerstone of equitable urban development. Neighbourhoods are requesting a structured framework and sustainable investment to coordinate this work.

Equity, Anti-Black Racism, and Global Framework Alignment

CABRAC has emphasized that SDPs are core **anti-Black racism interventions** because they:

- Address disparities in safety, housing, economic mobility, and service access
- Build community capacity and leadership

- Support equity-based, resident-led governance structures

Budget Context

The request for SDP investments must also be understood within the broader 2026 budget context. The Toronto Police Service is seeking a **\$93.8 million increase** — roughly **\$600,000 per neighbourhood**. If we can consider increases of that scale for policing, the City must also commit to **sustained investments in prevention, equity, and community capacity**.

SDPs complement—not compete with—traditional public safety approaches by addressing root causes and strengthening neighbourhood resilience.

Recommendation

I respectfully urge the Executive Committee to adopt CABRAC's recommendation and ensure the 2026 City Budget includes:

- \$250,000–\$500,000 in annual, ongoing funding per priority neighbourhood
- Dedicated support for neighbourhood associations and resident-led coalitions
- A citywide rollout of SDPs beginning with priority neighbourhoods
- Clear accountability measures aligned with equity frameworks and race-based data

This investment will advance community safety, equitable development, and the reduction of anti-Black racism across our city.

Thank you for your consideration and for your leadership at this critical moment. I would welcome the opportunity to further discuss the importance of Social Development Plans.

Sincerely,



Scott Moore
Executive Director, Youth Unlimited
smoore@yugta.ca