

Essential Spaces

Real (Estate) Solutions for Community Needs



Appendices

2nd Edition
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As the largest non-government funder of community services in the GTA, United Way Greater Toronto reinforces a crucial community safety net to support people living in poverty. United Way's network of agencies and initiatives in neighbourhoods across Peel, Toronto and York Region works to ensure that everyone has access to the programs and services they need to thrive. Mobilizing community support, United Way's work is rooted in groundbreaking research, strategic leadership, local advocacy and cross-sectoral partnerships committed to building a more equitable region and lasting solutions to the GTA's greatest challenges.

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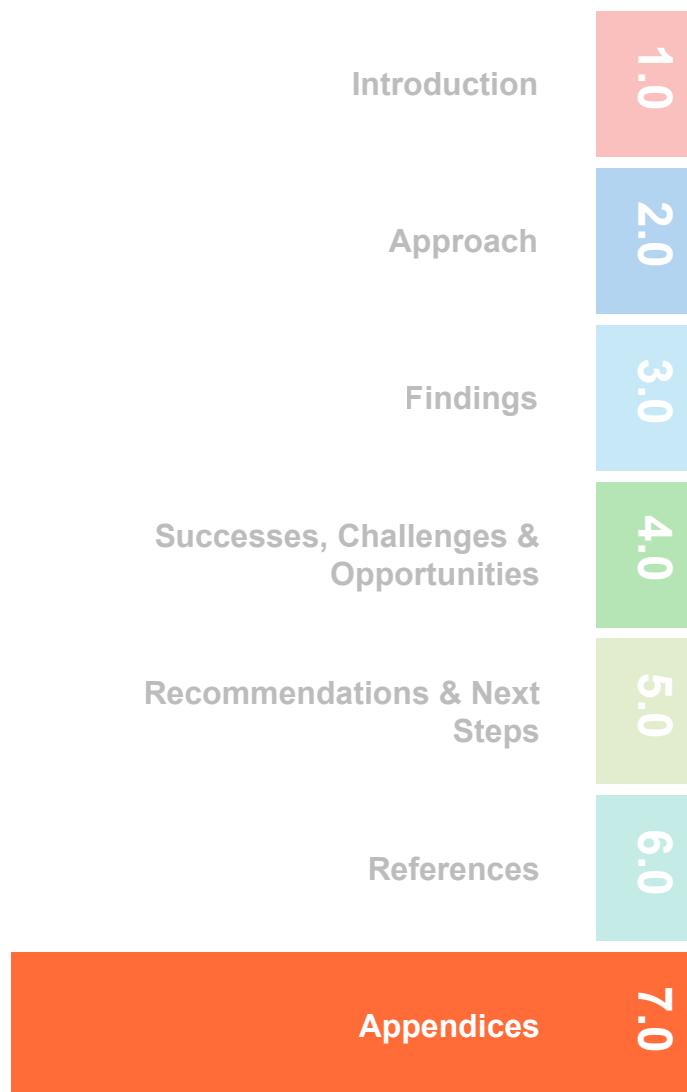
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Appendices



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Appendix A: Criteria for Site Selection

This report focuses exclusively on the community and social services sector, including a sample of registered charities delivering services across Peel, Toronto and York Region.

The following criteria were used to identify the relevant organizations included in the study dataset:

Geography and Physical Location Criteria

Only organizations with a physical space and an address servicing communities in Peel, Toronto and York Region have been included. Spaces used to run administrative functions or facilitate international initiatives have been excluded (unless the space is mixed use and provides programs and services locally).

Data Years: 2011, 2021 and 2022

The study primarily utilizes data from the 2021 CRA datasets for charities and United Way Greater Toronto's list of funded agencies as of July 2025. The year 2021 was selected because it was the most recent year that had data availability at the time of study. Combined with the community and social service agencies funded by UWGT, the final dataset is adequate for a reliable analysis to the purposes of this report, though it is not comprehensive of all agencies in the sector.

The 2021 Census and 2022 T1 Family File (T1FF) data are used as the data sources for the equity indicators.

Additional data from the 2011 CRA charity datasets were also used for analysis, specifically to inform findings 6 and 7, which focus on occupancy costs over a ten-year period.

Type of Services

The report focuses on registered charities providing community services for public benefit and specifically tailored to community members experiencing hardship, including services and programs focused on enhancing individual, family, and/or community physical, social, and/or spiritual and mental well-being. The following types of services have been included in the study:

Food Bank / Meals – Meals or food provided for low-income groups

Community Health Services – Healthcare services outside of hospitals and private health clinics dedicated to relieving pain and distress and promoting healing to groups/people with ongoing health concerns. These services fall within primary care and may include a blend of clinical and social services.

Career Development – Includes employment training, CV development, counselling, and other programs supporting diverse groups, including youth, newcomers, and others.

Free Distribution of Goods – Includes organizations that distribute free items, such as household goods and clothing, for low-income and structurally disadvantaged groups.

Professional Services for Structurally Disadvantaged Groups – Includes a broad range of services to groups/people otherwise facing barriers to accessing these services. This may include legal services, tax clinics, and more.

Educational - Includes education or skills courses for groups/people lacking access to conventional school programs or groups needing specialized learning programs. Examples may include social skills training for autistic individuals or life skills for those living with disabilities.

Settlement Services – Services geared to facilitating the full and equitable participation of all newcomers (immigrants / refugees / temporary residents) in Canadian society.

Housing Supports – Onsite services, caretaking, and other programs available for residents living in supportive housing.

Other Community Services – Other services provided to vulnerable groups and/or the public that foster the growth, development, and betterment of communities

Type	Category Code	Category Description	Sub-Category Code	Sub-Category Description	Descriptions
Relief of Poverty	0001	Organizations Relieving Poverty	0003	Medical services not otherwise covered by basic health care (dental / optometry / counselling)	Community Health Services
			0004	Operating a food bank	Food Bank / Meals
			0006	Operating a shelter	Housing Supports
			0007	Orphanage	Housing Supports
			0008	Pro-bono legal services	Professional Services for Vulnerable Groups
			0009	Providing low-cost housing	Housing Supports
			0010	Providing meals (including breakfast programs)	Food Bank / Meals
			0011	Providing medical equipment and supplies	Community Health Services
			0012	Providing household items (furniture / appliances)	Free Distribution of Goods
			0013	Providing material assistance (clothing / computers / equipment)	Free Distribution of Goods
			0014	Providing work related clothing / career development tools / work integration (resume writing / interview tips)	Career Development
			0015	Refugee (support and settlement assistance)	Housing Supports
			0099	Other	Free Distribution of Goods

Table 1: CRA Categories and subcategories

Type	Category Code	Category Description	Sub-Category Code	Sub-Category Description	Descriptions
Other Purposes Beneficial to the Community	0100	Core Health Care	0001	Addiction recovery programs and centres	Community Health Services
			0002	Community health centre / medical clinic	Community Health Services
			0003	Dental Clinic	Community Health Services
			0004	Counselling or support group programs	Community Health Services
			0008	Providing home health care	Community Health Services
			0009	Providing palliative care service	Community Health Services
			0010	Providing preventative care	Community Health Services
			0011	Providing psychological counselling	Community Health Services
			0012	Providing physical, occupational, speech or massage therapy	Community Health Services
			0013	Rehabilitation programs and centres	Community Health Services
			0001	Accompanying individuals to medical appointment / translate / interpret	Community Health Services
			0002	Accommodation for hospital patients' visit	Community Health Services
			0003	Family planning / birth control / pregnancy crisis counseling	Community Health Services
Other Purposes Beneficial to the Community	0110	Supportive Health Care	0004	General health promotion / prevention	Community Health Services
			0006	Independent living skills (peer support / referrals)	Community Health Services
			0007	Health counselling and group support programs	Community Health Services
			0011	Providing comfort items (cope with hospitalization / health condition)	Community Health Services
			0012	Respite for caregivers of persons with serious health conditions	Community Health Services
			0013	Services that facilitate the delivery of health care	Community Health Services
			0014	Services for adults and children with developmental disabilities	Community Health Services
			0015	Transportation to medical appointments	Community Health Services

Table 1: CRA Categories and subcategories

Type	Category Code	Category Description	Sub-Category Code	Sub-Category Description	Descriptions
Other Purposes Beneficial to the Community	0150	Relief of the Aged	0001	Adapting residential	Housing Supports
			0002	Home support/services (personal care / meals / housekeeping / shopping assistance / laundry / home repair)	Free Distribution of Goods
			0003	Nursing home / senior's home with care	Housing Supports
			0005	Seniors' outreach programs (housekeeping / tax preparation, etc.)	Professional Services for Vulnerable Groups
			0006	Support services to victims of elder abuse / counselling	Community Health Services
Other Purposes Beneficial to the Community	0160	Community Resource	0001	Aboriginal programs and services (includes friendship centres)	Professional Services for Vulnerable Groups
			0002	Battered women's centre	Housing Supports
			0007	Employment / Job training for people with physical and mental disabilities	Professional Services for Vulnerable Groups
			0008	Immigrant services (jobs / language / etc.)	Settlement Services
			0009	Legal assistance and services (mediation)	Professional Services for Vulnerable Groups
			0010	Military / family / veterans' support	Professional Services for Vulnerable Groups
			0012	Rape / sexual assault / abuse support	Professional Services for Vulnerable Groups
			0013	Rehabilitation of offenders	Community Health Services
			0014	Suicide prevention	Professional Services for Vulnerable Groups
			0016	Employment counselling / guidance (career)	Career Development
			0017	Employment training / rehabilitation	Career Development
Other Purposes Beneficial to the Community	0160	Community Resource	0019	Youth programs and services	Professional Services for Vulnerable Groups
			0099	Other	
Other Purposes Beneficial to the Community	0200	Public Amenities	0005	Camps / recreation	
			0007	Community Centre / hall	
Other Purposes Beneficial to the Community	0100	Core Health Care	0099	Other	

Table 1: CRA Categories and subcategories

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Appendix B: Methodology

The mapping exercise captures agency spaces that are both owned and leased with a physical location operated by a community and social service organization. The research relies on two datasets.

Primary Dataset and Geospatial Analysis

The primary dataset captures registered charities whose primary function is to deliver community services. Captured in the primary dataset are agency names and locations, both owned and leased, of organizations delivering services under at least one of the categories listed above in *Appendix A: Type of Services*.

The primary dataset is a combination of the 2021 T3010 Registered Charity Information Return published by the Canada Revenue Agency (CRA) and the 2021 Findhelp | 211 community services list. The T3010 dataset provides a list of registered charities that are categorized by their social purposes, alongside their financial information such as land and building assets. The Findhelp | 211 dataset provides a list of individual locations for each community service organization. It was necessary to use both datasets as the T3010 only returns the address of one location, typically the primary place of operations, but does not capture additional sites used for service delivery. Using both datasets created a reliable data resource for the analysis of the agency spaces in this work.

The compilation of the primary dataset involved multiple steps. Based on the CRA categories and subcategories outlined in the T3010 form, organizations whose categories matched the type of services listed in *Appendix A: Criteria for Site Selection* were included. As organizations only report their primary address on the T3010 form, the Findhelp | 211 dataset was used to identify service locations in addition to the primary address. An approximate string-matching algorithm was

used to match selected organizations from the CRA dataset to the Findhelp | 211 dataset, returning only those organizations that appear in both datasets with all their service locations reported in Findhelp | 211's community services list.

Tenure Identification

As the primary goal of the study is to identify trends across owned and leased community service agency spaces, an additional step was required to identify tenure. To find this information, the CRA T3010 Schedule 6 and Section D data were examined, as any value present would indicate real estate ownership in Canada. For organizations only operating out of a single space, this would indicate ownership of that space. However, for organizations that operate out of multiple sites, the CRA T3010 Schedule 6 and Section D data would indicate the amalgamated value of all the assets owned by that particular organization, with no indication of which sites may be leased. To mitigate this limitation, ownership information was located through municipal assessment rolls and/or through direct contact with organizations.

Limitations in the Primary Data

Data collection discrepancies between the complete 2019 and 2021 datasets from CRA and Findhelp | 211 prevents the possibility of tracking changes in agency spaces over time using quantitative methods, placing a comparative analysis outside of scope.

The dataset utilized in this analysis is an initial compilation of community service agency spaces and does not comprehensively capture all organizations. Both the CRA registered charities status and Findhelp | 211 data are self-reported. Therefore, there is a possibility that the primary dataset has missed some agency spaces due to missing and under-reported data. Data reflects a subset of

agencies, capturing only those charities who self-report to the CRA against the categories and subcategories matching to the services described in Appendix A: Criteria for Site Selection. Community service agencies who have made errors in their self-reported service categories or who reported only against a primary category not captured in this study may also be excluded, despite offering services across the categories included in this analysis. This also means that the data does not provide an exhaustive list of non profit supportive housing providers, outside of the publicly-operated and owned community housing included in the secondary layers.

Furthermore, while the primary dataset includes charities that self-identify as places of worship on CRA T3010 and as a service provider on Findhelp | 211, it is possible that some faith-based organizations and/or organizations that provide services through informal spaces may be omitted in this analysis.

Lastly, this study only captures data on registered community service charities that have filled out the T3010 form, leaving a large portion of agencies, especially grassroots organizations, out. However, existing research points to the extra challenges facing groups without charitable status¹. As many organizations that are led by and serve structurally disadvantaged communities tend to be underfunded², it can be extrapolated that organizations beyond those studied in this report are facing similar challenges or challenges to a greater degree.

Secondary Layers

The need for secondary layers emerged from recognizing that community services often rely on other forms of social infrastructure owned and operated by the public sector. Beyond providing direct services and amenities to residents, these assets are sometimes leveraged to support the community services sector, offering sustainable spaces for program

delivery. They include two public asset-types and public space leases to community and social service agencies, often at below-market rates.

The two asset-types have been included in the secondary layers of the map are:

1. Municipally owned/operated residential facilities:

- shelters
- publicly-owned community housing (e.g. rent geared to income, social housing)

2. Publicly-owned facilities:

- libraries
- community recreation centres

Public space leases to community and social services agencies have been added onto the interactive map from the following municipalities:

- City of Toronto
- City of Brampton
- Town of Caledon
- Town of Aurora
- Town of East Gwillimbury
- Town of Georgina
- Township of King
- City of Markham
- Town of Newmarket
- City of Richmond Hill
- City of Vaughan
- Town of Whitchurch-Stouffville

Note: The City of Mississauga is the only municipality within the study area that public lease data was not obtained.

The formation of the secondary layers was developed with a much simpler methodology, with data provided directly from municipalities or from publicly available data sources (e.g., open data) with minimal data manipulation.

¹ Rogers 2022

² Pereria et al., 2020

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Limitations in the Secondary Layers Data

Information on leases provided to agencies by publicly-owned facilities have varying degrees of detail. Only those agencies in public facilities who met the criteria in Appendix A were included. Despite these limitations, data on CLRE in public facilities were included as additional layers given the value of these asset-types for the community services sector and communities broadly.

Rationale for Separating the Secondary Layers

The separation of the secondary layers from the main map helps form a reliable account of the sector's space usage trends. It helps prevent a skewed analysis since the primary dataset is formed by drawing from generally intact and complete data sources, thereby providing a high degree of confidence that the trends analyzed are representative of the sector.

The secondary layers are essentially additional layers of data showing publicly held assets that can be toggled on to understand their location in relation to the agency spaces included in the primary dataset. Taken together, the map provides a more comprehensive view of agency spaces and public infrastructure across the three regions.

Appendix C: Equity Indicators

The Equity Index was revised in July 2025 to enhance its relevance, reduce redundancy, and increase meaningfulness. The revised Equity Index was used in this edition of the report.

Understanding the key indicators of service needs is necessary to identify current and potential future gaps in programs and services offered by agencies. While a true analysis would require user information from every agency, much of this is confidential. Instead, the study assumes that most service needs can be captured by key indicators that can illustrate where potential risks may be. Eight of these indicators have been grouped together to generate a composite index of service needs, broken into quintiles where Q1 represents areas of lowest need and Q5 represents areas of highest need across Census Tracts (CTs) in Peel, Toronto, and York Region. This index provides a high-level view of where the need for community services may be highest. The index includes the following indicators:

Factors Indicating Poverty

- % of low-income household by low-income measure (LIM)
- Share of Total Income from Government Transfers

Source: Community Data Portal (Taxfiler 2022)

Factors Indicating Housing Needs

- % of renters in core housing need
- % of renters in unaffordable housing
- Eviction Filing Rate

Source: Community Data Portal (Statistics Canada); Low end of Market Rental (LEMR) Housing Monitor (2022)

Factors indicating precarious work

- Unemployment Rate
- % of youth not in employment, education, or training (NEET)
- % without Certificate, Diploma, or Degree

Source: Community Data Portal (Census 2021)

Equity Index

An equity index factoring all aforementioned indicators was created to identify at a high-level where the need for community services may be highest. All aforementioned variables were first standardized as standard scores and a sum was calculated by aggregating all standard scores for each CT. Next, the sums of standard scores across all CTs were normalized between 0 to 1, where a higher score indicates CTs with potentially more needs for community services. In the process, the creation of the index weighed all the indicators equally.

Additional Data Layers

Accompanying the index are three additional data layers included to provide insight into the social identities and intersecting structural disadvantages of communities across the CT quintiles. These factors were not included in the main index as they are not necessarily indicators of marginalization or a more pressing need for community services on their own. However, when combined with higher-than-average rates of poverty, unemployment, or housing hardship, they indicate structural disadvantage. Therefore, they have been included as separate lenses in the map to observe how these social identities intersect with the other variables. The accompanying data layers include (all excluded from Equity Index):

Factors Indicating Poverty

- % of low-income household by market basket measure (MBM)

Source: Community Data Portal (Taxfiler 2022)

Factors Indicating Precarious Work

- % of short-term workers

Source: Statistics Canada

Factors Indicating Structural Disadvantage

- % of Recent Immigrants
- % of Visible Minorities
- % of Single-Parent Households

Source: 2021 Census, Statistics Canada

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Appendix D: Findings by Region Peel Region

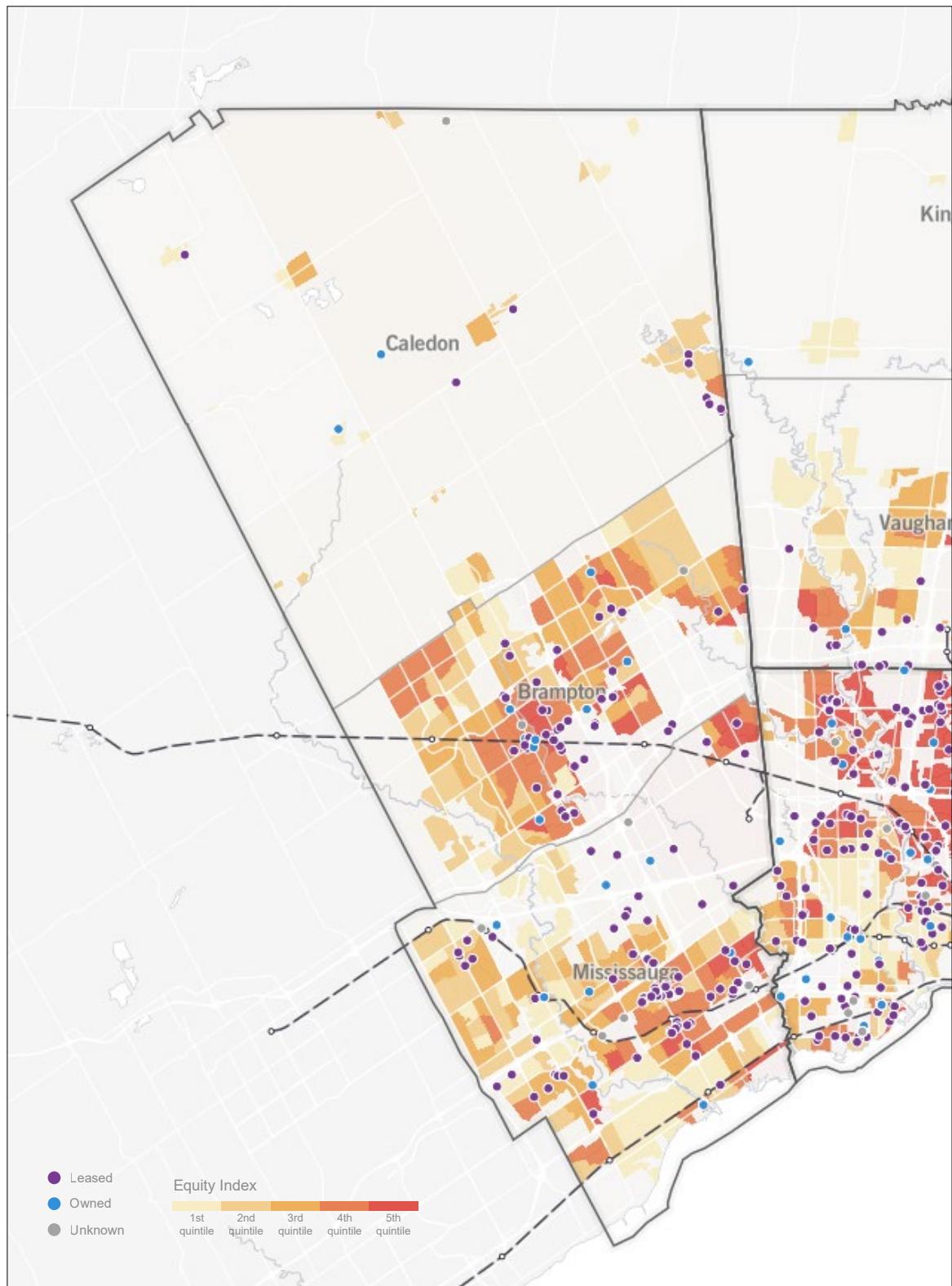


Figure 1: Map of Agency Spaces Overlaid on Equity Index in Peel Region

3.2.1 Organization Characteristics

A total of 116 agencies operating 231 agency locations in Peel Region are included in this study. Of these, 24 (10%) are community-owned real estate (CORE).

Peel Region CORE / CLRE Breakdown			Unknown Tenure	TOTAL
City	Owned (CORE)	Rented (CLRE)		
Brampton	9	74	4	87
Caledon	2	10	1	13
Mississauga	13	112	6	131
TOTAL	24	196	11	231
% by Tenure	10.39%	84.85%	4.76%	

Table 2: Peel Region CORE / CLRE Breakdown

Of the 116 agencies operating in Peel, just over half (60) have a single site and 24 have 2-3 locations.

Peel Organizations Organized by Count				
Agencies with 1 location	Agencies with 2-3 locations	Agencies with 4-9 locations	Agencies with 10+ locations	Total
60	24	20	12	116

Table 3: Agency location counts

Of the 60 single-site agencies, 14 are CORE. This accounts for just under a quarter (23%) of all CORE agencies. These findings show a higher likelihood of leasing (75%) for single-site organizations in Peel.

Tenure of Single-Site Agencies in Peel Region				
	Own	Rent	Unknown	TOTAL
OVERALL	14	45	1	60
Brampton	5	16	0	21
Caledon	1	4	0	5
Mississauga	8	25	1	34

Table 4: Tenure of Single-Site Agencies in Peel Region

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The type of services in Peel Region are predominantly characterized as *Organizations Relieving Poverty*, which represents 47% of agency spaces included in the study, with most of them located in Mississauga. Services that fall under the *Community Resource* and *Core Health Care* categories are the next two most prominent types of services.

Looking at the tenure and services offered by agency spaces provides insight into which types of services face more real estate-related precarity. The top three categories of *Organizations Relieving Poverty*, *Community Resource*, and *Core Health Care* agencies have over 80% of their spaces as CLRE. *Faith spaces with programming* have the lowest percentage of CLRE, where tenure is split generally evenly.

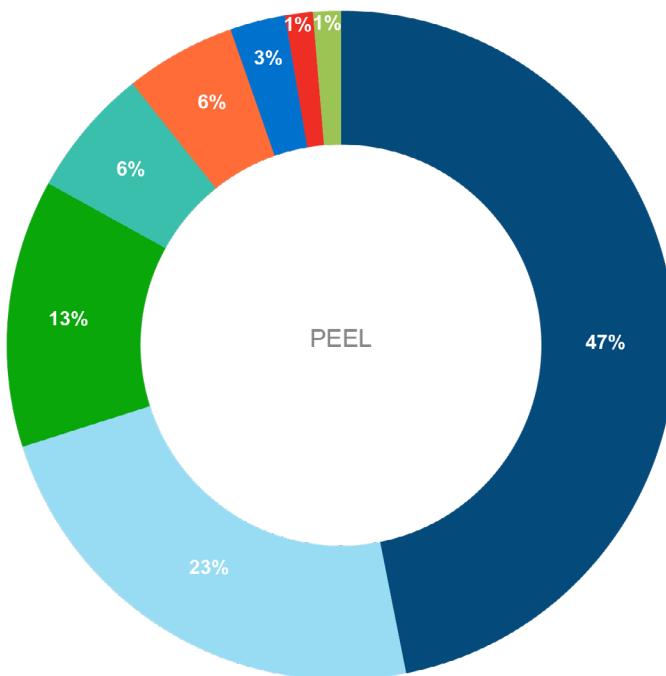


Figure 2: Peel Region Service Types

- | | |
|-----------------------------------|---|
| ■ Organizations Relieving Poverty | ■ Relief of the Aged |
| ■ Core Health Care | ■ Supportive Health Care |
| ■ Community Resource | ■ Protective Health Care |
| ■ Public Amenities | ■ Educational organizations not elsewhere categorized |
| ■ Faith Spaces with Programming | ■ Support of schools and education |
| ■ Teaching Institutions | |

	Count Breakdown of Agency Spaces by Service Category and Tenure								
	Brampton			Caledon			Mississauga		
	Own	Rent	Unknown	Own	Rent	Unknown	Own	Rent	Unknown
Faith Space with Programming	3			1			2	6	
Community Resource	2	19	3		4		3	20	1
Core Health Care	2	6	1					19	1
Organizations Relieving Poverty	2	30		1	6	1	8	53	4
Public Amenities		5						9	
Relief of the Aged		2						1	
Supportive Health Care		1						2	
Teaching Institutions		4						2	

Table 5: Count Breakdown of Agency Spaces by Service Category and Tenure

3.2.2 Spatial Trends

The interactive map can be accessed through this link for further viewing of spatial trends: <https://schoolofcities.github.io/essential-spaces/map>

Agencies in Peel Region tend to be clustered in the urban centres of Brampton and Mississauga or close to major transit stops and key intersections, enhancing accessibility to service spaces. Most of the service locations in Brampton cluster around the intersections of major north-south arterials of Hurontario St./Main St., Kennedy Rd., and Airport Rd., and the east-west arterial of Queen St. and Steeles Ave. The City of Mississauga displays a similar pattern, with service locations clustered around the intersections of the east-west arterials of Dundas St., Burnhamthorpe Rd., and Eglinton Ave W., and the north-west arterials of Winston Churchill Blvd. and Hurontario St. In the Town of Caledon, agency spaces are fairly dispersed outside a small cluster in Bolton.

While agencies are located in most areas with the highest population densities, gaps can be observed in Brampton in the Mount Pleasant and Deerfield neighbourhoods to the north and Churchville neighbourhood to the south. In Mississauga, these gaps include the Malton neighbourhood just north of Pearson International Airport, and the Erin Mills neighbourhood to the west.

With regard to tenure, the 24 CORE locations in Peel included in this study appear to be scattered across the region without much spatial consistency beyond some marginal clustering near downtown Brampton. Compared to most urban centres in the study, downtown Mississauga has few CORE agencies (10% of total agencies in Mississauga) and comprises a majority of leased spaces (85% of total agencies in Mississauga).

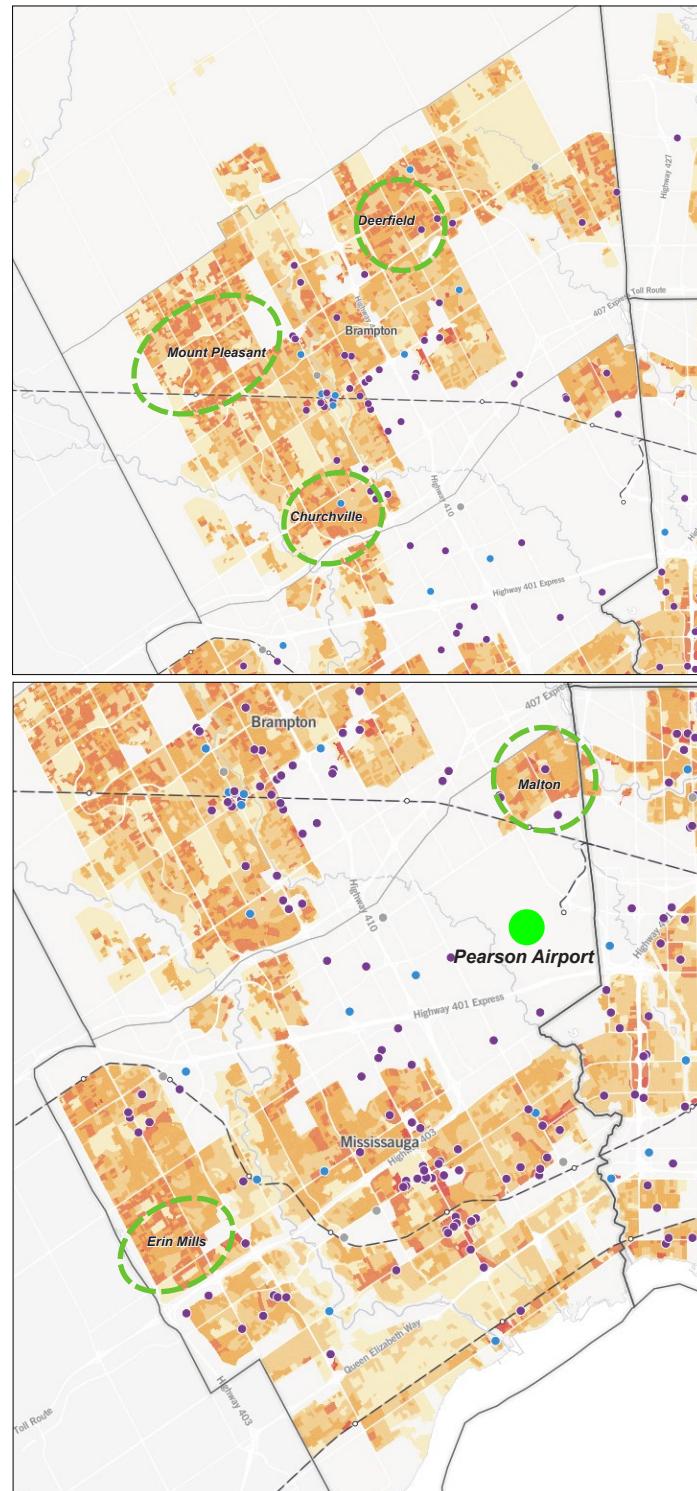


Figure 3: Map of Agency Spaces Overlaid on Population Density in Brampton and Mississauga



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3.2.3 Equity Distribution

Peel Average # of CRE Locations in or near a Census Tract	
Overall Population Average	3.4
Equity Index	Q1 (least in need)
	1.4
	Q2
	2.5
	Q3
	3.6
	Q4
	4.5
	Q5 (most in need)
	5.1

Table 6: Peel Average # of CRE Locations in or near a Census Tract

In Peel, there is a correlation between agency locations and areas with higher needs according to the equity index. Both tend to be clustered in the urban centres at major intersections or near major transit routes, with the fourth and fifth CT quintiles having the highest average number of agency spaces within 800m (4-5 locations).

Settlement patterns and the number of agencies per capita are key factors in identifying service gaps. Peel Region has the lowest agency count per capita, which raises concerns about its capacity to meet local needs. While there is a positive correlation between agency distribution and the equity index, spatial gaps are still observable in some fourth-quintile areas. In Brampton, these gaps are particularly evident in the Mount Pleasant and Deerfield neighbourhoods (north Brampton) and Churchville (south Brampton). Brampton also has notable moderate-need areas (Q3) that spread across numerous tracts, notably in the Spring Valley and Springbrook neighbourhoods.

In Mississauga, notable gaps are found in Malton (north of Pearson Airport), Erin Mills neighbourhood to the west, and Lakeview neighbourhood. These census tracts have very few to no agency locations despite representing moderate-to-high-need areas.

In Caledon, apart from a small cluster in Bolton, most of the region is much less served, with extensive areas lacking agency presence. Although Caledon largely comprises moderate-need areas, few agencies are located nearby.



Figure 4: Perceived gaps in Peel Region, particularly for moderate to high-need areas



In summary, agency locations generally align with areas of greatest need, but some mid or high-need areas remain underserved, especially in peripheral or low-density regions that may lack the population base for a physical service centre. A key challenge in Peel Region is its dispersed community needs outside of major urban clusters, where agency access is often limited without a car or public transit. Accessibility could be improved by focusing agency locations at major intersections and transit stops and by developing programs that offer hybrid, virtual, or mobile service options.

An analysis of the equity index indicators reveals the following notable spatial patterns of socio-economic need within Peel Region:

Highest-Need Neighbourhoods:

The greatest concentrations of need are observed in central and eastern Brampton, as well as core Mississauga, particularly within the Cooksville, Malton, and Mississauga Valleys neighbourhoods. These areas consistently rank in the top equity index quintiles for multiple dimensions, including low income, unaffordable rent, youth not in employment, education or training (NEET), core housing need, and reliance on government transfers. The convergence of high-risk indicators underscores the presence of significant, overlapping vulnerabilities within these urban core neighbourhoods.

Alignment with Rental and Transit Corridors:

High-need tracts are frequently situated along dense rental housing and apartment corridors, and in areas with strong transit connectivity (e.g., Dundas and Queen Street).

Marked Spatial Divide:

There is a pronounced spatial differentiation between high-need urban cores and advantaged suburban and rural communities, reaffirming persistent socio-economic inequities within the region.

Isolated Pockets of Vulnerability:

While need is highly clustered, some isolated tracts, such as areas in Bramalea and select suburban apartment enclaves, demonstrate elevated vulnerability on particular indicators, indicating that socio-economic challenges are not unique to core urban areas.

Summary

Overall, these patterns illustrate a pronounced spatial inequity in Peel Region, where deeply vulnerable urban neighbourhoods face multi-dimensional barriers, contrasted by widespread socio-economic advantage in many outer suburban and rural tracts.



Figure 5: Many of the mid to high quintiles from multiple indicators fall among the same neighbourhoods

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Appendix D: Findings by Region Toronto

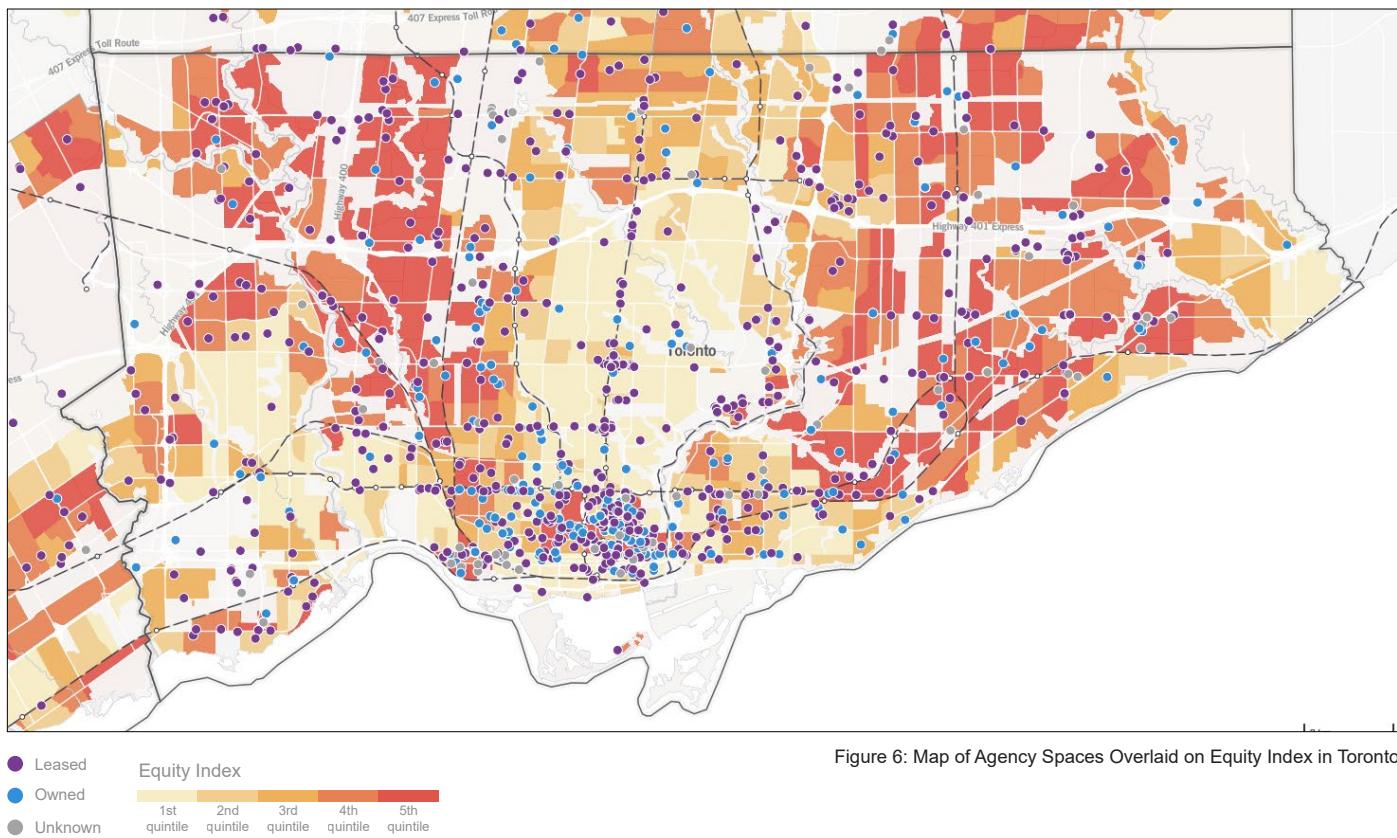


Figure 6: Map of Agency Spaces Overlaid on Equity Index in Toronto

3.3.1 Organization Characteristics

This study includes 592 agencies operating 1,695 spaces in the City of Toronto. Almost 30% of all agency spaces in the City are CORE.

Toronto CORE / CLRE Breakdown by former Municipal Boundaries (pre-1998)				
Former City	Owned (CORE)	Rented (CLRE)	Unknown Tenure	TOTAL
East York	9	32	2	43
Etobicoke	23	97	13	133
North York	71	198	39	308
Scarborough	74	188	24	286
Former Toronto	298	481	78	857
York	23	38	7	68
TOTAL	498	1034	163	1695
% by Tenure	23.87%	70.08%	7.05%	

Table 7: Toronto Tenure Types

The city has a high prominence of single-site agencies, at 61%. At least 75% of the single-site agencies in Toronto are leased spaces.

Agencies with 1 location	Agencies with 2-3 locations	Agencies with 4-9 locations	Agencies with 10+ locations	Total
Toronto Organizations Organized by Count				
359	101	91	41	592

Table 8: Toronto Agency Location Counts

Tenure of Single-Site Agencies in Toronto				
	Own	Rent	Unknown	TOTAL
OVERALL	81	271	7	359
East York	1	5	0	6
Etobicoke	8	24	1	33
North York	13	55	1	69
Old Toronto	7	25	1	33
Scarborough	49	149	4	202
York	3	13	0	16

Table 9: Tenure of Single-Site Agencies in Toronto

Services in Toronto are predominantly characterized as *Organizations Relieving Poverty*, representing 48% of all agency spaces in Toronto (806 locations).

Around 21% of the agency locations in the *Organizations Relieving Poverty* category are agencies with a single site (173 locations). The second and third largest categories are *Core Health Care* and *Community Resources*, comprising 23% and 13% of all Toronto agencies respectively. Agencies in these categories predominantly operate out of a single site, both at around 60%.

CLRE is prevalent across all categories, but is highest in North York and Etobicoke, with 92% and 91% of agencies as CLRE.

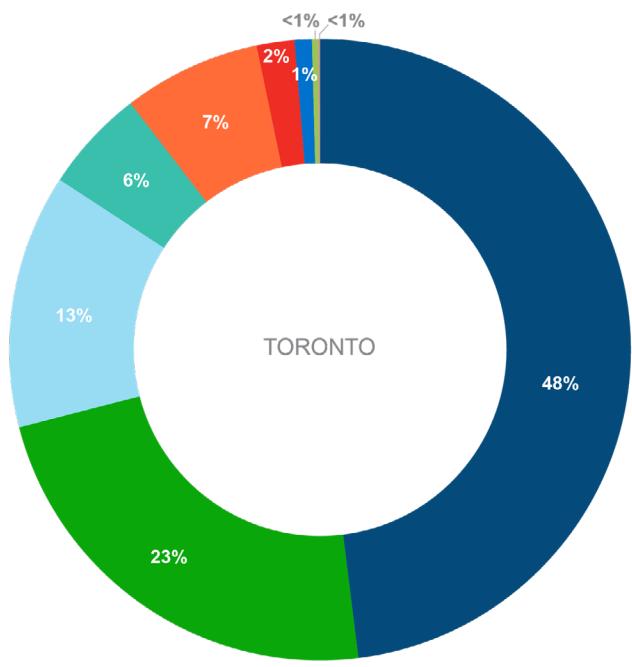


Figure 7: Toronto Service Types

- Organizations Relieving Poverty
- Core Health Care
- Community Resource
- Public Amenities
- Faith Spaces with Programming
- Teaching Institutions
- Relief of the Aged
- Supportive Health Care
- Protective Health Care
- Educational organizations not elsewhere categorized
- Support of schools and education

7.0

O= Own R = Rent U = Unknown	Count Breakdown of Agency Spaces by Service Category and Tenure																	
	East York			Etobicoke			North York			Scarborough			Toronto (Former)			York		
	O	R	U	O	R	U	O	R	U	O	R	U	O	R	U	O	R	U
Community Resource		6		2	31	1		11	1		39	10	28	73	14	5	1	
Core Health Care	2	3		2	13	2	8	41	10	11	23	2	124	109	23	1	10	1
Educational organizations not elsewhere categorized																1		
Faith Spaces with Programming				2	4		5	7	10	1	18	1	33	21	17		1	
Organizations Relieving Poverty	7	20	1	17	44	8	57	103	13	60	74	8	100	236	18	17	22	1
Public Amenities		3	1		3	2		20	5		3	3	7	31	4		4	4
Relief of the Aged					1			1		2	26			3				
Supportive Health Care							1	2					3					
Teaching Institutions								6			1		3	3	1			1

Table 10: Count Breakdown of Agency Spaces by Service Category and Tenure

3.3.2 Spatial Trends

The interactive map can be accessed through this link for further viewing of spatial trends:

<https://schoolofcities.github.io/essential-spaces/map>

An analysis of Toronto's equity index reveals a concentration of highest-need census tracts in east and south Scarborough, central and north-west Etobicoke, significant pockets in North York (such as the Jane-Finch, Downsview, and Victoria Village areas), and in neighbourhoods within and adjacent to downtown, including Moss Park, Regent Park, Parkdale, and parts of East York. While agency locations are dense in Old Toronto and along major transit arteries, particularly along the subway corridors, there are notable disparities in coverage relative to demonstrated need.

Agency tenure exhibits spatial variation:

- Owned agency spaces are most common in the established, older neighbourhoods of downtown and in select core areas of North York and Scarborough. These sites often benefit from greater permanence and stability.
- Leased agency spaces dominate in the newer suburbs and in many high-need neighbourhoods, particularly in Scarborough, North York, and Etobicoke. Here, agencies frequently serve high-density, high-immigrant communities, but the reliance on leased premises raises questions regarding long-term continuity and responsiveness to growing demand.

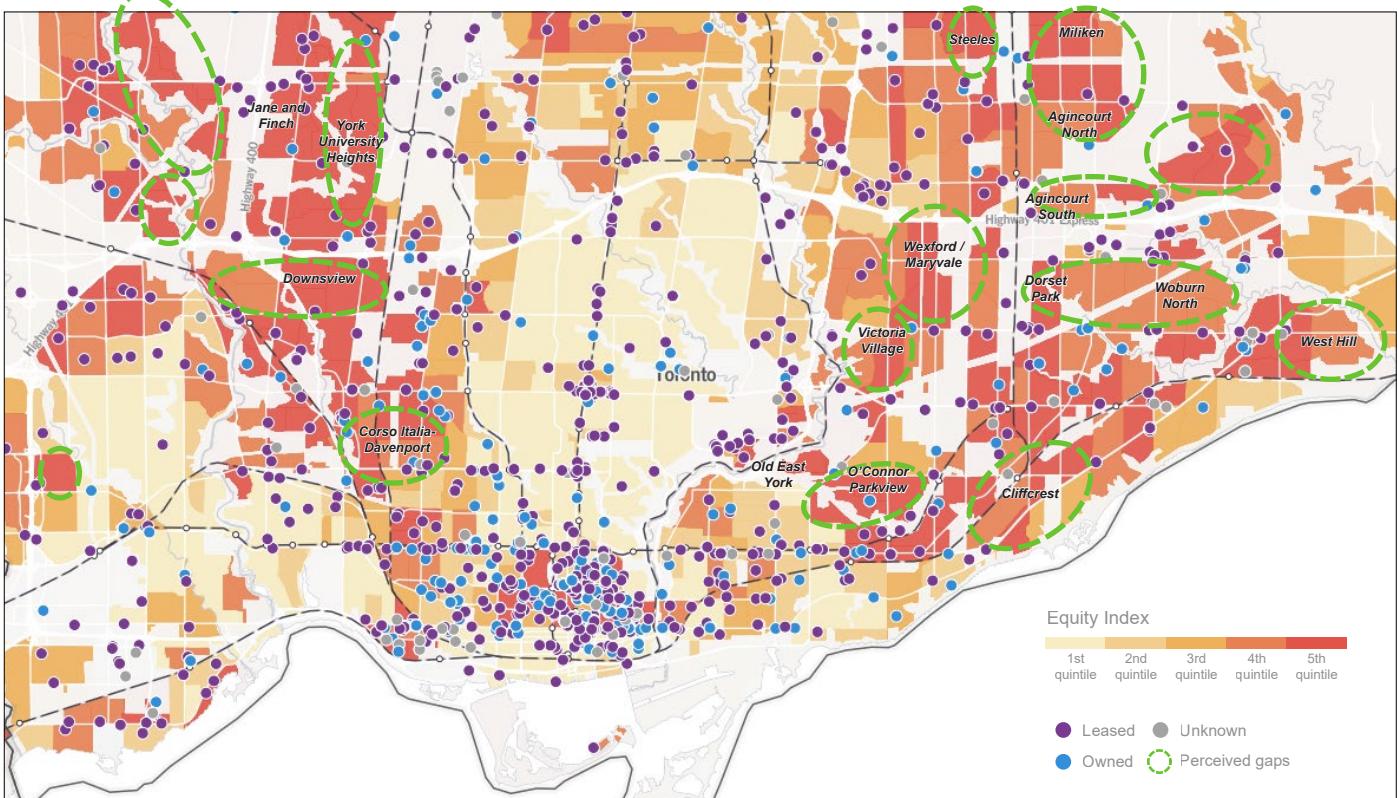


Figure 8: Perceived gaps in Toronto neighbourhoods

In contrast, downtown and midtown areas, including much of East York, display a much closer alignment between agency location, population density, equity index need, and transit infrastructure. Here, the mix of owned and leased agency spaces, often clustered near transit nodes, facilitates more robust and responsive service delivery across overlapping dimensions of need.

In summary, while the spatial distribution of agency locations in Toronto broadly corresponds to the geography of population and transit, equity gaps remain. These gaps are most acute in high-need, high-density suburban neighbourhoods, where the preponderance of leased premises and persistent under-coverage suggest a need for strategic investment in more permanent, accessible agency infrastructure.

3.3.3 Equity Distribution

While agencies do not consistently correlate with the equity index, the sheer number of agencies in Toronto, combined with their proximity to higher density neighbourhoods, helps improve accessibility. On average, Toronto has 19 agency spaces

per census tract. While the highest-need areas have the lowest number of agencies, the difference between the lowest and highest equity index quintiles is modest (only 8 agencies). The specific reason for this pattern warrants further research; one hypothesis is that agencies in lower-need areas are older and neighbourhood needs have since shifted (perhaps through gentrification).

Toronto Average # of Agency Spaces in or near a Census Tract (800m radius)		
	Overall Population Average	19.2
Equity Index	Q1 (least in need)	22.0
	Q2	21.2
	Q3	22.0
	Q4	14.0
	Q5 (most in need)	18.4

Table 11: Toronto Average # of Agency Spaces in or near a Census Tract

7.0

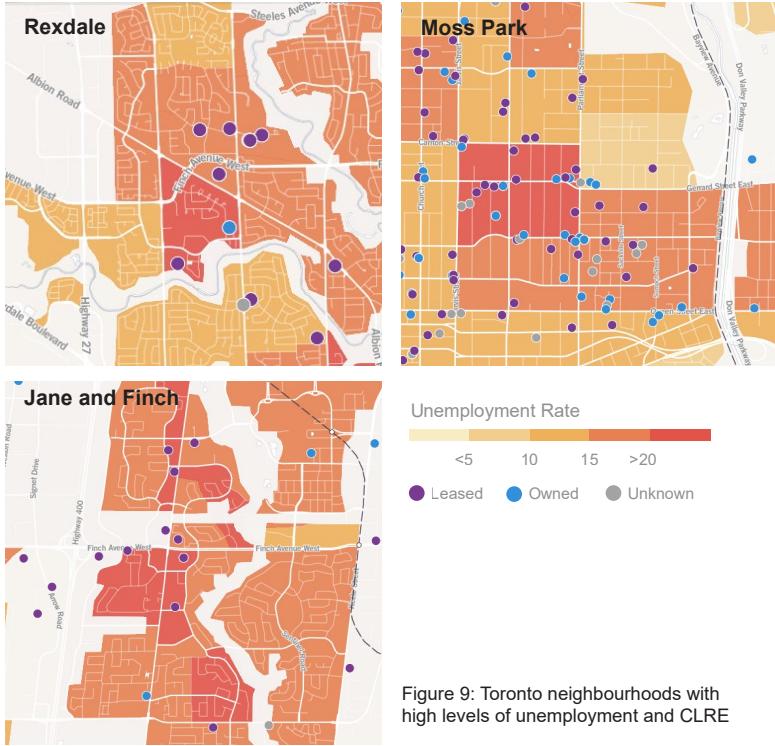


Figure 9: Toronto neighbourhoods with high levels of unemployment and CLRE

However, despite the high average number of agencies, uneven distributions can be observed among the equity index indicators. An analysis of Toronto's equity indicators reveals the most acute concentrations of need in downtown east and key inner suburban corridors. For example:

Unemployment:

Some census tracts in high-need neighbourhoods have unemployment rates exceeding 13%, compared to city-wide rates closer to 8%. While hotspots, including Moss Park, Jane-Finch, and Rexdale, are served by agency spaces, agencies are more likely to be housed in leased rather than owned facilities.

Low Income:

Over 30% of residents live in low-income households in the highest-need downtown and inner suburban tracts, versus less than 10% in the city's most affluent areas. Owned agency locations are somewhat more common in historically high-need zones downtown, supporting greater permanence of service, but remain limited in outlying high-need suburban districts.

Rental Affordability:

Certain Toronto neighbourhoods like Mount Olive-Silverstone-Jamestown, Brookhaven-Amesbury, Guildwood and St. Andrew-Windfields have high rates of renters in unaffordable housing but relatively few agency or service spaces nearby. While most high-need downtown areas are well-served, these outer neighbourhoods show clear service gaps, making them priorities for new community supports based on 2021 housing and agency data overlays.

Educational Attainment:

In certain high-vulnerability areas, nearly 30% of adults over 15 lack a certificate, diploma, or degree - the rate is less than 10% in the city's most advantaged tracts. Agency support for education and skills upgrading is present in core neighbourhoods, but less stable on the suburban periphery due to non-permanent tenancy.

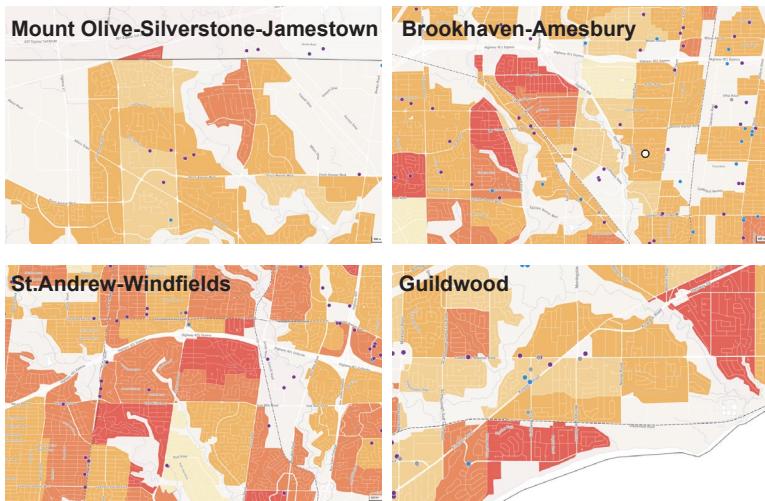


Figure 10: Toronto neighbourhoods with high levels of renters in unaffordable housing and service gaps

Reliance on Government Transfers:

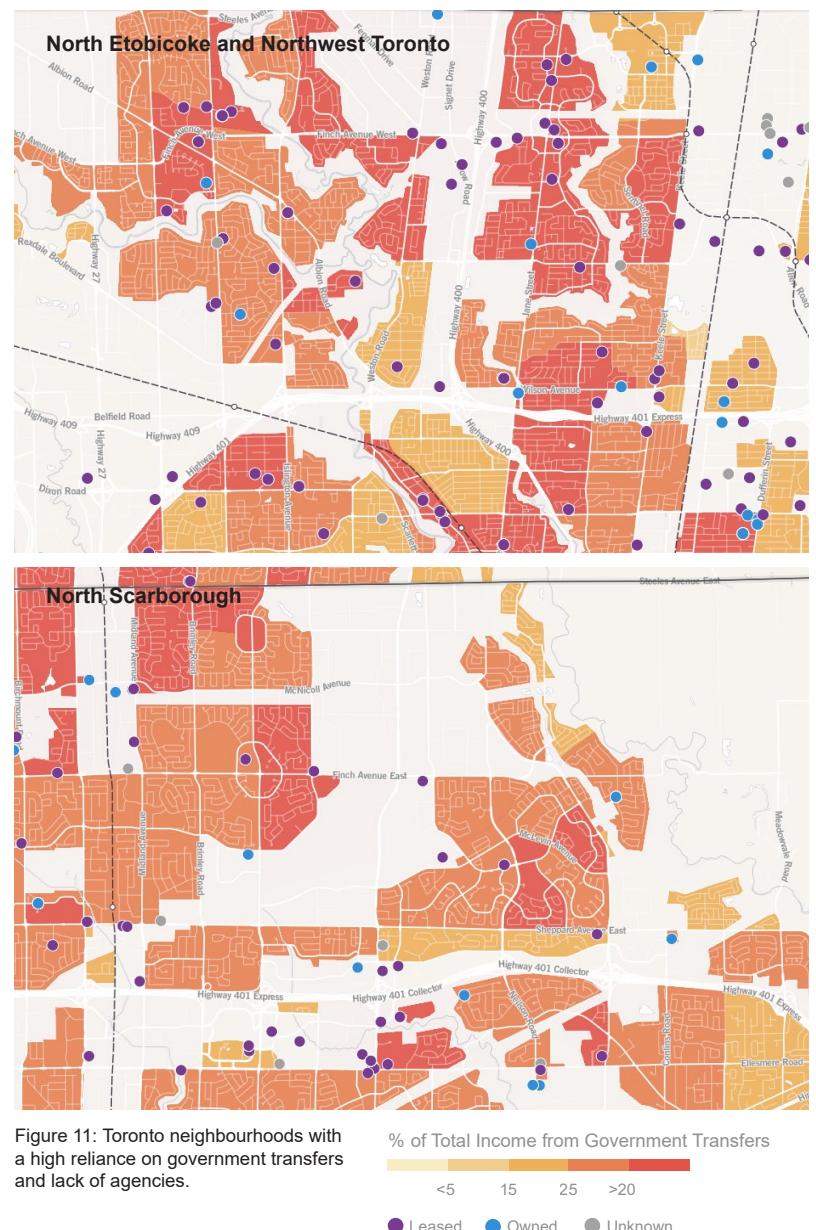
Neighbourhoods in outer Toronto, like Mount Olive-Silverstone-Jamestown, Rexdale, Thistletown, Malvern, Steeles, Rouge, Jane-Finch, and Victoria Village, have the largest reliance on government transfers but contain few agency spaces. This is prominent in the northwest portion of North York, north of Etobicoke, and throughout Scarborough.

Patterns in Tenure:

In the highest-need tracts, the presence of agency spaces helps support accessibility for vulnerable residents. However, the smaller number of agencies (and the higher likelihood of being leased) may create barriers to consistent, place-based service delivery over time. Agency density and ownership are greatest in the downtown core. However, in contrast, high-need suburban tracts struggle with a combination of high need, limited agency presence, and greater reliance on shorter-term leased space.

Summary

Toronto's patterns of socio-economic vulnerability hold geographically consistency, with statistical indicators of need (unemployment, low income, rental housing stress, educational attainment, government transfer reliance) all highest in the downtown and selected inner suburbs. Agency presence improves local accessibility, but the combination of lower agency site totals and a reliance on leased tenure in under-served high-need neighbourhoods signals ongoing risk for sustained, equitable service delivery. Strategic investment to increase the number and permanence of agency spaces, particularly in the city's suburban need corridors, would better align resources with evidence of need.



7.0 Appendix D: Findings by Region

York Region

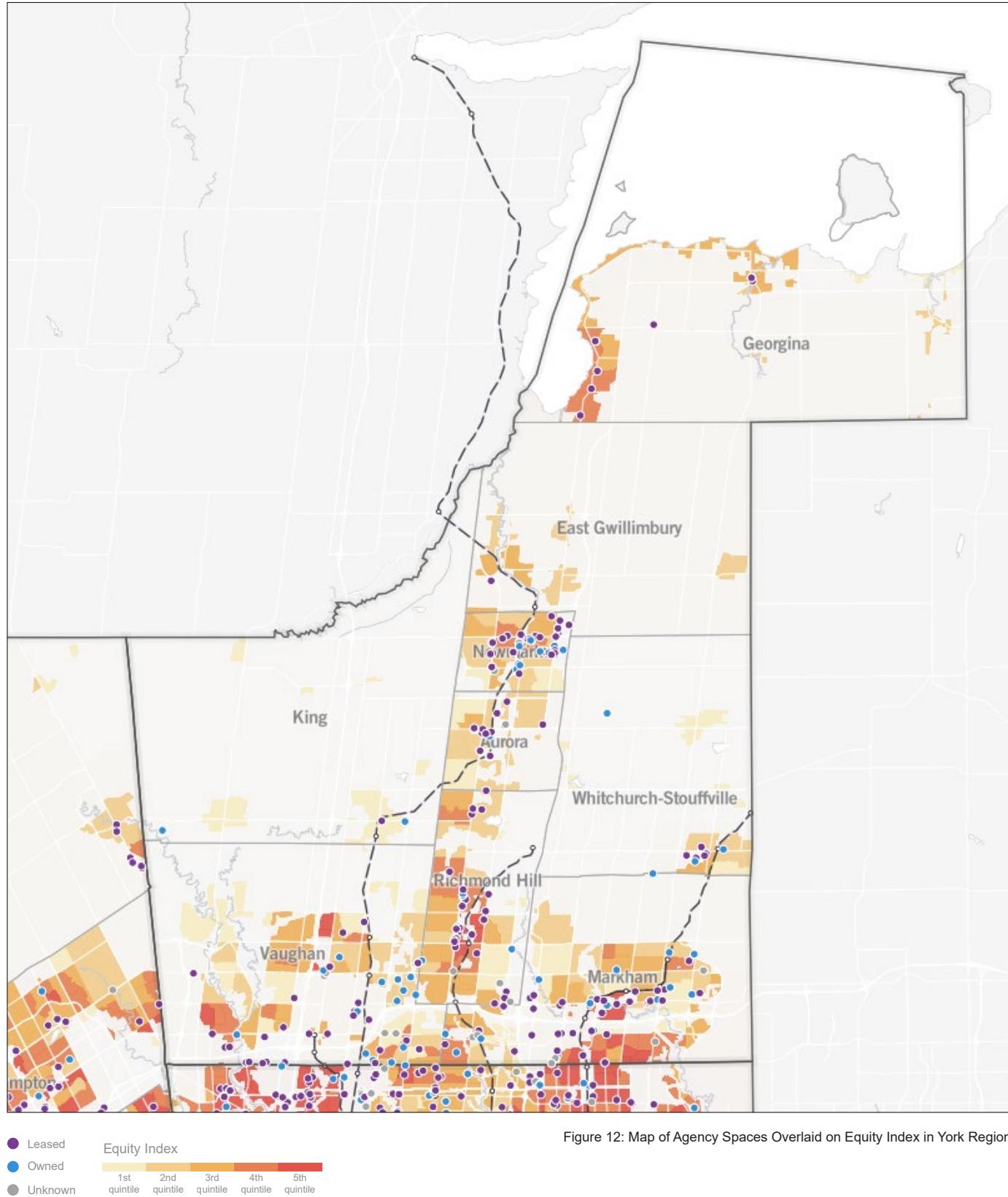


Figure 12: Map of Agency Spaces Overlaid on Equity Index in York Region

3.4.1 Organization characteristics

This study includes 162 organizations operating 341 agency spaces in York Region. Nearly 30% of these spaces are under ownership—the highest proportion of CORE among the three regions included in this study.

City	Owned (CORE)	Rented (CLRE)	Unknown Tenure	TOTAL
Aurora	1	48	1	50
East Gwillimbury	-	2	-	2
Georgina	-	14	-	14
King	2	2	-	4
Markham	20	49	13	82
Newmarket	9	52	5	66
Richmond Hill	12	40	4	56
Thornhill	1	-	-	1
Vaughan	17	34	6	57
Whitchurch-Stouffville	4	5	-	9
TOTAL	66	246	29	341
% by Tenure	28.87%	66.11%	5.02%	

Table 12: York Region CORE / CLRE Breakdown

York is characterized by a high proportion of single-site agencies, with 97 of the 162 agencies in the Region (60%) operating a single location. Of these 97 single-site agencies, 31 are CORE (32%) and 66 are CLRE (68%). Single-site agencies comprise nearly 30% of all CORE in York Region.

York Organizations Organized by Count				
Agencies with 1 location	Agencies with 2-3 locations	Agencies with 4-9 locations	Agencies with 10+ locations	Total
97	26	27	12	162

Table 13: York Organizations Organized by Count

Tenure of Single-Site Agencies in York Region			
	Own	Rent	TOTAL
OVERALL	31	66	97
Aurora	1	8	9
Georgina	0	5	5
King	1	1	2
Markham	10	15	25
Newmarket	8	9	17
Richmond Hill	4	13	17
Vaughan	4	12	16
Whitchurch-Stouffville	3	3	6

Table 14: Tenure of Single-Site Agencies in York Region

Count Breakdown of Agency Spaces by Service Category and Tenure

O= Own R = Rent U = Unknown	Aurora			East Gwillimbury	Georgina	King		Markham			Newmarket			Richmond Hill			Vaughan			Whitchurch-Stouffville	
	O	R	U	R	R	O	R	O	R	U	O	R	U	O	R	U	O	R	U	O	R
Community Resource		1						1	4	1		4			1			3		1	
Core Health Care	1	13	1		7		2		9	2	2	19		1	13	1		11			2
Educational organizations not elsewhere categorized	2	5				1	2		5	4	1	3	2		2	5		1		1	1
Faith Spaces with Programming																					
Organizations Relieving Poverty	9	19		2	5			13	30	7	4	23	4	9	19		16	16	1	1	1
Protective Health Care			2														2				
Public Amenities											1							1		1	
Relief of the Aged		1						1								1					
Support of schools and education					1																
Supportive Health Care		1										1		1				1			1
Faith Spaces with Programming			1						2	1		2	1				1	1		5	

Table 15: Count Breakdown of Agency Spaces by Service Category and Tenure

The types of services offered by agencies in York Region fall predominantly into the *Organizations Relieving Poverty* category, at 54%. Of these, 69% are leased. It is followed by services in the category of *Core Health Care*, representing 25% of all agencies, and overwhelmingly CLRE at 93%.

Notably, almost 60% of agencies in York Region only comprise those with a single location. They are predominantly CLRE with 68% of them as leased.

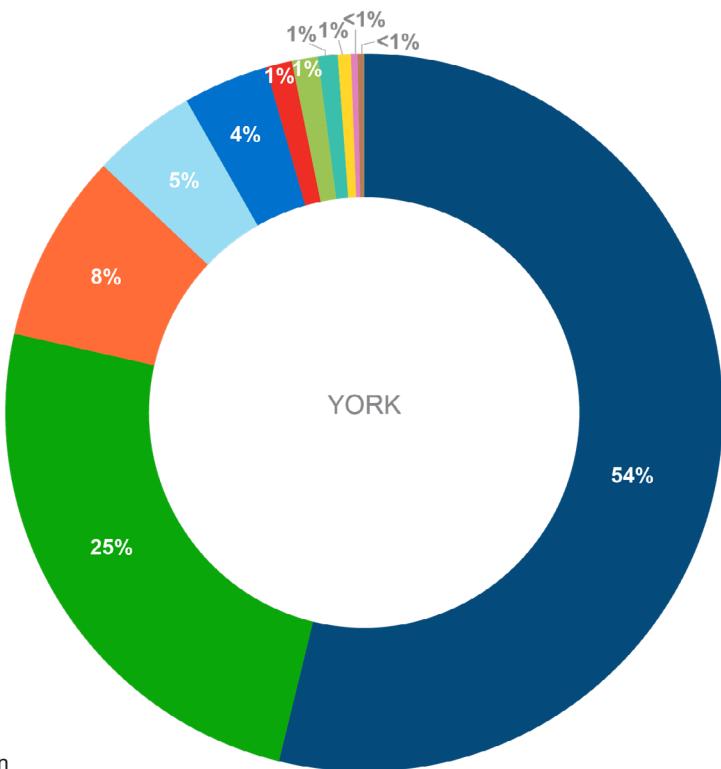


Figure 13: York Region Service Types

3.4.2 Spatial Trends

The interactive map can be accessed through this link for further viewing of spatial trends: <https://schoolofcities.github.io/essential-spaces/map>

York Average # of Agency Spaces in or near a Census Tract		
Overall Population Average		5.2
Equity Index	Q1 (least in need)	2.4
	Q2	6.2
	Q3	5.2
	Q4	6.2
	Q5 (most in need)	5.9

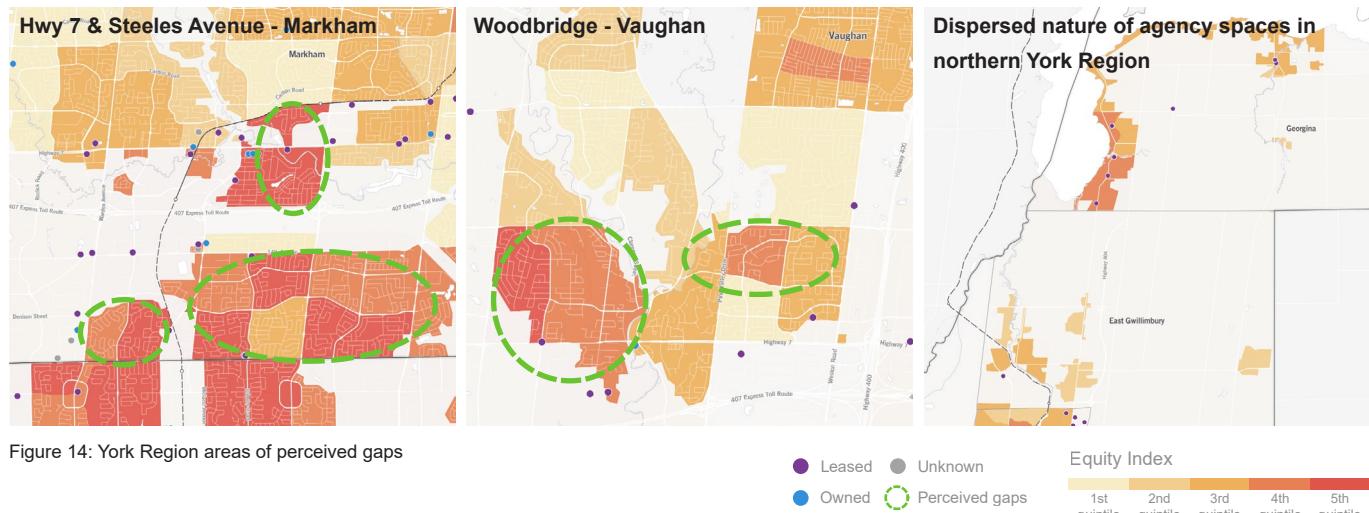
Table 16: York Average # of Agency Spaces in or near a Census Tract

The spatial distribution of socio-economic need in York Region differs markedly from patterns observed in Toronto or Peel, reflecting the Region's suburbanization, lower overall population density, and broader geography. High-need tracts, as measured by the equity index, are primarily clustered in the southern and central municipalities, including portions in Woodbridge in Vaughan, portions along the Highway 7 corridor and Steeles Ave in Markham, and select areas of eastern Richmond Hill around Bayview and Highway 7. Smaller concentrations of elevated need can also be identified in Newmarket and Aurora. In contrast, much of northern and rural York Region - including municipalities such as

King, Whitchurch-Stouffville, Georgina and East Gwillimbury - registers among the lowest-need categories, reflecting demographic, economic, and built form differences. However, agency spaces here are much more dispersed.

The agency space landscape in York Region generally aligns with these need patterns to some extent. Agency locations are most prevalent in the more densely populated southern municipalities of Markham, Vaughan, Richmond Hill, and Newmarket, where both equity need and population are higher. This results in a reasonable degree of spatial correspondence between agency presence and areas of greatest need, particularly near major transit nodes and arterial corridors such as Highway 7 and Yonge Street.

However, the tenure pattern for agency spaces is a source of concern. Owned agency spaces are relatively uncommon in York Region; the vast majority of agency sites, including major community hubs, are situated in leased premises, typically within commercial plazas or office parks. This pattern follows suburban land economics and reflects both the scarcity and prohibitively high cost of suitable properties for non-profits to own.



7.0



Figure 15: Gaps in agency spaces with high need areas from those in unaffordable housing. Map shows % of Renters in Unaffordable Housing in York Region (those who spend over 30% of their before-tax household income on rent).

Despite moderate alignment in core areas, significant service gaps persist - most evident in high-need neighbourhoods that have emerged alongside rapid suburban growth, especially where newcomer and low-income populations have outpaced community infrastructure. Northern and peripheral parts of York Region, while generally lower in measured need, are characterized by a near absence of agency spaces, which may leave smaller vulnerable or isolated groups with limited access to services. Notably, the prevalent reliance on leased tenure introduces a vulnerability to rent increases, forced moves, or other landlord-driven disruptions, which can jeopardize program continuity, even in those areas with relatively strong agency presence. There are few purpose-built or permanently owned agency hubs in York Region; agencies are frequently co-located in rented commercial settings, limiting their permanence.

While accessibility to services in the southern parts of the Region is partly supported by proximity to major roads and, where available, rapid transit infrastructure, automobile dependency remains a substantive barrier for many low-income or newcomer residents. In summary, York Region's network of agency spaces demonstrates moderate alignment with its geography of greatest equity need in more urbanized suburbs. However, the dominance of short-term leased space alongside continuing gaps in service coverage, particularly in new, evolving, or peripheral neighbourhoods,

increases risk to the long-term stability and accessibility of community services, and poses a challenge warranting targeted investment in permanent, accessible real estate for the Region's non-profit sector.

3.4.3 Equity Distribution

York Region's equity index highlights where residents may be more vulnerable due to economic, housing, and social challenges. The following patterns were found across the region, with agencies generally serving high-need areas but most often operating from leased buildings:

Housing affordability:

The highest rates of renters in unaffordable housing are mapped in East Gwillimbury and southern York Region, with especially strong concentrations in Markham (Highway 7 corridor), southern Vaughan, central Richmond Hill, and Newmarket. These hotspots coincide with areas showing dense apartment housing, high newcomer residency, and older multifamily buildings, as well as along key transit-accessible routes. Agencies in these tracts are predominantly leased, with few mapped locations in purpose-built, owned premises. Where gaps are apparent are in East Gwillimbury where there is a lack of transit access and lower populations that may not meet service thresholds for agencies. Most services operate out of retail plazas, office strips, or multi-tenancy buildings, which may also increase the vulnerability of agencies.

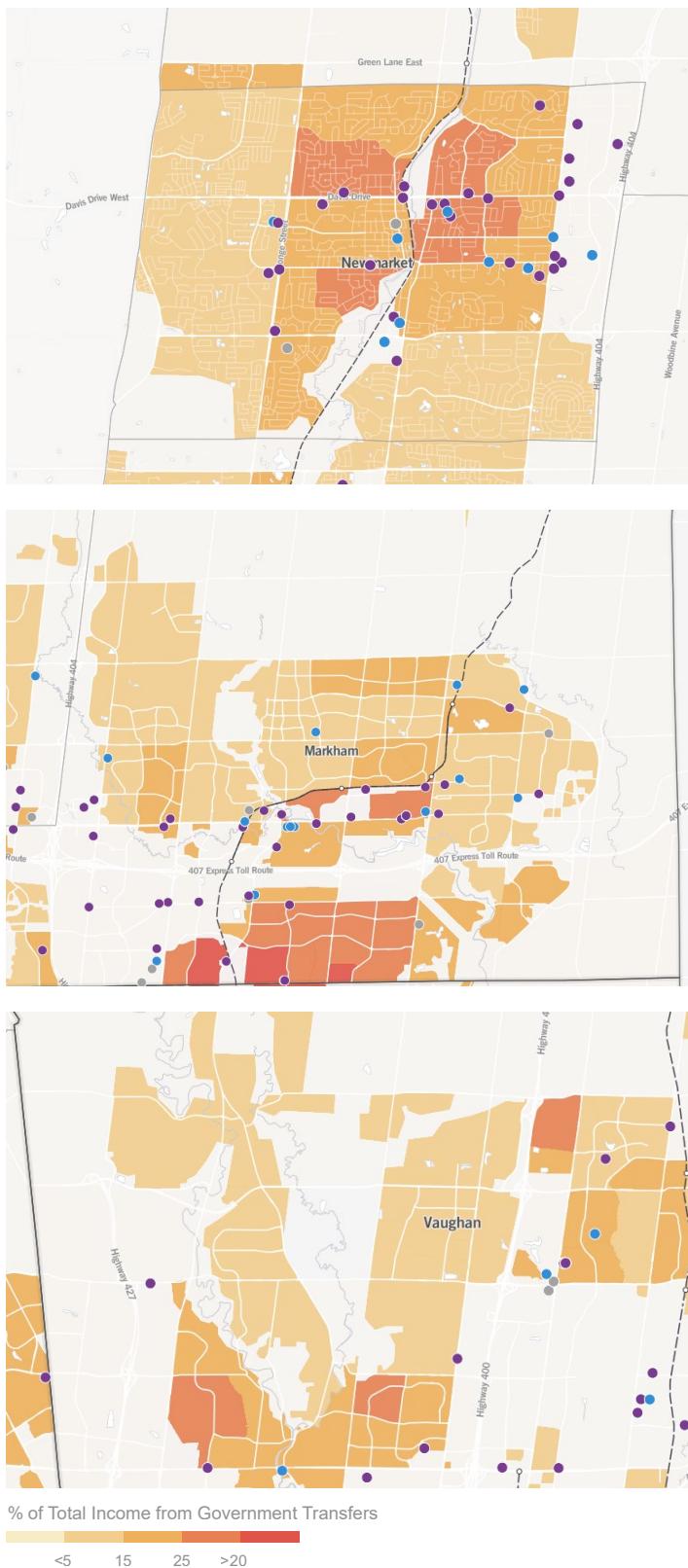


Figure 16: Areas in York Region of highest proportion of income from government transfers.

Employment stability:

Higher unemployment rates are mapped in southern York Region, notably in Markham (Highway 7 / Steeles Ave corridor), southern Vaughan, parts of central Richmond Hill, and Newmarket.

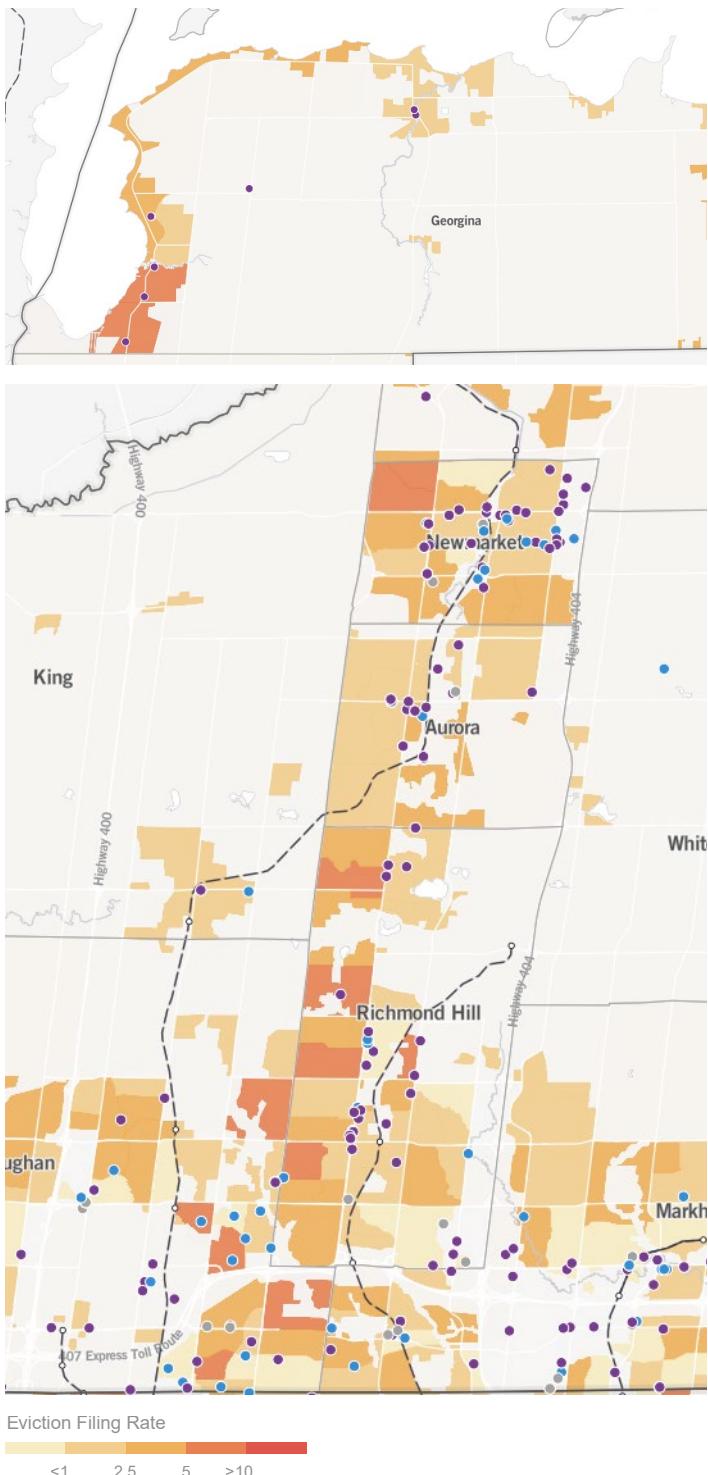
These unemployment hotspots frequently overlap with tracts showing higher proportions of newcomers, rental housing, and lower-income populations. However, they are close to denser, transit-accessible built forms, which may improve access for job seekers. Notably, the tenure of these agency spaces is overwhelmingly leased.

Income insecurity and reliance on assistance:

The highest levels of total income from government transfers are observed in southern and central urban corridors of York Region, especially in southern Markham, southern Vaughan, central Richmond Hill along Yonge St., and large portions of Newmarket. Agency spaces are notably concentrated in these high-transfer-income corridors, aligning with the spatial distribution of need and facilitating access for residents dependent on income assistance and social supports. Peripheral and northern tracts in York Region show the lowest proportions of income from government transfers, and agency space presence is correspondingly limited or absent.

Notably, the tenure of agency spaces near high-transfer-income areas are leased, which poses potential stability risks through lease expiration, rent increases, and other challenges to ensure continuity of critical services.

7.0



Youth vulnerability:

The highest degree of youth not in employment, education, or training falls between 10% to 12% in southern York Region. They fall around the same urban corridors where the other indicators have also been noted for concentrations of need, including in Markham along Steeles Ave., central Richmond Hill along Yonge St., and southern portions of Vaughan. To note, agency spaces are generally present in these areas, but are predominantly leased, operating out of commercial locations in shopping plazas and office parks. However, a CLRE status may pose stability risks moving forward, including rising rents and market instability that may lead to displacement or inability to keep up with growing needs.

Eviction and homelessness risk:

Elevated eviction filing rates are concentrated predominantly in pockets throughout Richmond Hill, the northwest corner of Newmarket, and southern Georgina along The Queensway South. The map reveals significant gaps in agency coverage for eviction support in northern and lower-density neighbourhoods - areas with lower but not negligible eviction rates.

Again, most agencies providing support are located where need is greatest, but are usually leased spaces - this may create uncertainty for future service delivery stability.

Summary:

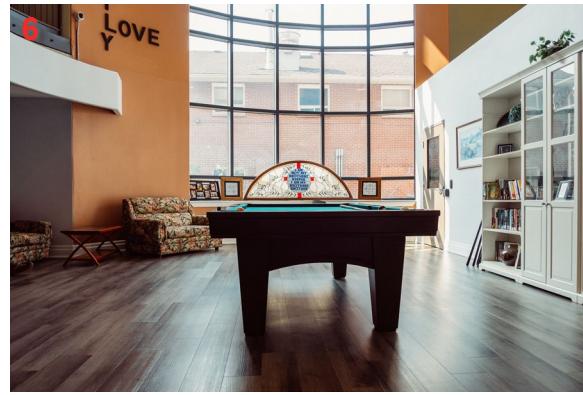
York Region's biggest challenges are in its southern urban corridors, where many people struggle with housing costs, job insecurity, and access to support. Increasing the number of owned, permanent agency buildings and investing in long-term programs would help make services stronger and more stable for those who need them most.

Figure 17: Areas in York Region with highest eviction rate filings and lack of agency spaces.

Appendix E: Case Study Research

Six case studies were developed to provide qualitative insight into how location, tenure and the real estate market impact agency operations and future planning. Agencies located and delivering diverse services across Peel, Toronto and York Region of varying sizes and tenure models were selected with the goal of representing a wide range of risks, challenges and opportunities facing agencies across the sector.

1. **Bathurst-Finch Hub**
Toronto
2. **Family Service Toronto**
Toronto
3. **Inn from the Cold, Newmarket**
York Region
4. **Krasman Centre, Richmond Hill**
York Region
5. **Miziwe Biik**
Toronto
6. **St. Leonard's Place, Brampton**
Peel Region



7.0

Bathurst-Finch Hub



Location

540 Finch Ave W, North York

Region

Toronto

Years in Operation

11 years, opened in 2013

Number of Locations

Unison Health has 6 locations, including 2 located in other hubs.

Ownership Model

Land lease

Service Type

- Immigrant Services
- Family Services - counseling, support for victims of domestic violence
- Employment Services
- Community space - community kitchen, community garden, community rooms, children's playroom
- Health Services - primary care, dental, mental health, nutrition
- Legal Services - tenant and landlord, family law
- Resident-led interest and activity groups

Mission

As part of the United Way's Building Strong Neighbourhoods Strategy, the Bathurst-Finch Hub was created to provide access to community space for organizations (and residents) looking to run programs in a priority North York neighbourhood where community services were considered limited. The hub unites several organizations under its roof, each with their own unique mission.

Description

The Bathurst-Finch Hub is a result of an agreement between Unison Health and Community Services (Unison) and the Toronto District School Board (TDSB) that delivers a wide range of services through over 10 individual organizations that share the site for their operations. Unison, a community health centre, acts as the lead agency while the hub partner organizations offer complementary services, making the hub "a one-stop-shop for social services³".

Unison is the lead agency and owner responsible for building management and leases space in the building to other community and social service agency tenants.

³ Sunshine, 2023

Development Story

In 2003, United Way was exploring opportunities to implement the hub model in areas identified in their Poverty by Postal Code report⁴, which were designated as Priority Neighbourhoods (subsequently Neighbourhood Improvement Areas) by the City of Toronto. The Ministry of Health's announcement that certain Community Health Centres (CHCs) would receive funding to expand their services to Priority Neighbourhoods opened an opportunity for closer partnership between CHCs and community service agencies. United Way approached Unison, who was already leasing space in the Bathurst-Finch area, to partner and leverage their new health capital funding to build a hub in the neighbourhood.

Together, the two organizations, with support from the City of Toronto, spent several years searching for potential space, including vacant space in Northview Heights Secondary School, before coordinating with the TDSB on a land lease agreement (a less expensive route to ownership that combines owning a building while leasing the land it is on). In 2011, the land lease was finalized to redevelop the former parking lot of the high school into a 16,000ft² hub.

Capital funding contributions to construct the hub came from United Way Toronto, the federal/provincial Infrastructure Stimulus Fund, Ontario Ministry of Health and Long-Term Care, Ontario Trillium grant, and Live Green Toronto.

Operations

Unison maintains ownership of the building that is located on the site. The land lease has a duration of 20 years with the option to extend for an additional 10 years. For the hub's partners, the model uses partnership agreements, licence agreements (for anchor

partners) and shared overhead to make it financially possible for agencies to locate in communities with otherwise unaffordable commercial rents.

Following a community needs assessment completed early in the development period, several organizations already operating in the area and/or offering relevant services/programs were approached to join the hub, with most of the original organizations remaining there today. These include anchor organizations, with dedicated ground floor space in the building, and supporting partners that offer programs and services at the hub on a scheduled basis and function as equal members at internal meetings.

Current Challenges and Future Planning

The primary challenge faced by the Bathurst-Finch Hub is the growing space needs of partner organizations as the demand for community services grows in the area. Unison is in the process of generating creative space solutions, such as reappropriating certain spaces for desk hoteling or partner booking at specific times, to optimize the use of the space while balancing the privacy concerns of partners and service users. With the popularization of hybrid work since 2020, there is some anchor partner space that is not always fully utilized. Initial discussions about space sharing have not progressed very far.

The amount of storage space in the hub was limited due to funding considerations and this is posing a challenge, especially for partners and residents with no dedicated space. Storage needs are growing as well.

Additionally, there are concerns about the possible costs associated with ongoing building maintenance, for which there is a small reserve fund.

⁴ United Way Greater Toronto, 2004

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Unison and all hub partners will continue to monitor demographic shifts in the area to ensure their service and program offerings align with those living in the neighbourhood and especially those with less access to health care and social services.

Lessons Learned

- A land lease agreement can result in lower operating costs and allow the lead agency to provide more cost-effective leases to its partners (based on a comparison of Unison Health's experience operating both the Bathurst-Finch Hub and the Jane Street Hub, a leased space).
- The hub model, when under nonprofit ownership and where capital costs are funded, can provide consistent and affordable spaces that community service organizations may otherwise struggle to acquire.
- Ownership models enhance an agency's capacity to adapt to the needs of service users and partners given flexibility to make changes to the building itself.
- The hub model provides long-term stability to partner organizations.
- A community needs assessment identifying community needs is critical to informing the right mix of programs and services to be made available in a hub model.

Interviewees

Julie Callaghan, Senior Director, Unison Health and Community Services

Tujuanna Austin, Bathurst-Finch Hub and Satellite Manager, Unison Health and Community Services



7.0

Family Service Toronto (FST)



Location

355 Church Street, Toronto

Region

Toronto

Years in Operation

110 years, began as the Neighbourhood Workers Association in 1914

Number of Locations

5

Ownership Model

Owned by the agency

Service Type

- FST
 - Counseling services
 - Settlement services
 - Mental health support
 - HIV/AIDS support
 - Seniors support
 - Grief support
 - Family support
 - Community development
 - Development services
- Partner Organizations
 - Immigrant Services
 - Employment Services
 - Family Services - children and youth programs
 - Supportive Housing Services
 - Health Services - counselling and mental health

Mission

Family Service Toronto (FST) works with individuals, families and communities destabilized by precarious mental health and/or socio-economic circumstances, to achieve greater resilience, stability and equity⁵.

Description

FST owns three levels of office space in the podium of a 33-storey mixed use development with at-grade retail completed in 2018. FST itself operates its main counselling and central administrative office from the third level while its partner organizations offer an array of other community services out of the second level. Above the podium are 28 storeys containing

⁵ Family Service Toronto, n.d.

350 residential units. Prior to redevelopment, counselling and 2SLGBTQ+ services were this location's primary role, making the location in Church Wellesley Village ideal.

Development Story

As a 110 year old organization, FST owns several properties around the city including 355 Church Street. The building was acquired roughly 25 years ago from the Catholic Archdiocese. The former Executive Director, Margaret Hancock, coordinated a development partnership with a private developer, Tridel, exchanging the property's air rights (the ability to build in the space above a property) for the construction and fit-out of the facility valued at approximately \$14-million. Construction began in 2015 and FST, as a development partner, was heavily involved in the design process that focused on creating a bright, welcoming atmosphere that the previous building lacked.

In anticipation of temporarily relocating during the 4-year construction period, FST purchased 15% ownership in a building at 128 Sterling Road in Toronto's west end where it continues to operate today. This financially savvy decision turned the need for a temporary location into an opportunity to expand its service locations following the construction period and acquire a valuable real estate asset.

Operations

FST was open just one year before the pandemic and was the only organization operating from its large new facility. This was likely not reflective of the space's maximum utilization so, following the introduction of the hybrid work model, FST quickly leased the entire second floor to external organizations to form what is now referred to as the Citywide Commons.

FST leases office space to its "colleague organizations" at cost while this supplemental revenue allows the agency to absorb fluctuations in funding. FST strives to integrate "a decolonial approach" to its operations, resisting

the landlord-tenant relationship that is conventional to private property and, instead, sees sharing the space equally with its partners as a duty.

All of the organizations serve city-wide populations that are not specific to the area. Some colleague organizations, like Madison Community Services, who provide mental health services have faced difficulty in leasing from private landlords due to the stigma faced by their clients, and FST is able to fill this gap.

In many ways, this CRE location functions as a retroactive hub model that, although it was built without the intention to house several organizations, has resulted in strong synergy. For example, FST's workforce is primarily women who were connected to them through the settlement services of Newcomer Women's Services, a colleague organization in the facility.

Current Challenges and Future Planning

FST was open just one year before the pandemic and was the only organization operating from its large new facility. This was likely not reflective of the space's maximum utilization so, following the introduction of the hybrid work model, FST quickly leased the entire second floor to external organizations to form what is now referred to as the Citywide Commons.

FST leases office space to its "colleague organizations" at cost while this supplemental revenue allows the agency to absorb fluctuations in funding. FST strives to integrate "a decolonial approach" to its operations, resisting the landlord-tenant relationship that is conventional to private property and, instead, sees sharing the space equally with its partners as a duty.

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All of the organizations serve city-wide populations that are not specific to the area. Some colleague organizations, like Madison Community Services, who provide mental health services have faced difficulty in leasing from private landlords due to the stigma faced by their clients, and FST is able to fill this gap.

In many ways, this CRE location functions as a retroactive hub model that, although it was built without the intention to house several organizations, has resulted in strong synergy. For example, FST's workforce is primarily women who were connected to them through the settlement services of Newcomer Women's Services, a colleague organization in the facility.

Lessons Learned

- The benefits of CORE can accrue to community services agencies leasing in a sector-owned CORE site by providing affordable and welcoming spaces to organizations struggling to lease in the commercial market while ensuring the future financial viability of the CORE agency itself.
- Innovative development partnerships with the private sector can provide huge benefits as long as the community service agency can remain in control of how their space is designed and used.
- For agencies with existing CORE, the sale of air rights to a value-aligned private sector development partner can return positive financial outcomes.
- Policy tools, like MPAC tax-free status for property owners that lease to nonprofits, can be used to increase sustainable CLRE.

Interviewees

Chris Brillinger, Executive Director, Family Service Toronto



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Inn From the Cold



Location

Current: 510 Penrose Street, Newmarket;
Upcoming: 17046 Yonge Street, Newmarket

Region

York

Years in Operation

20 years, opened in 2004

Number of Locations

1

Ownership Model

Will move into ownership following the construction of their new Yonge Street location in late 2025

Service Type

- Shelter
- Community meals
- Support services

Mission

Inn From the Cold (IFTC) meets the needs of people who are homeless or at risk of becoming homeless by working with the community and collaborating with partners to support those with basic to complex needs in York Region⁶.

IFTC began as a warming centre created by local volunteers at the Old Town Hall in 2004, opening on nights when temperatures dropped below -15°C. After two years, the organization moved to its current leased location. Now, IFTC is set to expand further with the construction of a three-story, 16,000 sq ft transitional and emergency housing development at 17046 Yonge Street, which will provide 44 beds and offer year-round shelter services.

Description

From a single-story building in Newmarket, IFTC provides shelter space with wrap-around supports and five transitional housing beds. The agency also offers a range of housing supports and Drop-By programs at both its central and satellite locations. Since 2013, IFTC has operated a social enterprise, Eat Inn Catering—a kitchen training program that provides participants with valuable skills for the food industry.

Development Story

IFTC has been operating from their current location for 20 years. The current commercial lease is expensive and the agency is required to pay utilities and maintenance as well.

In October 2024, IFTC began construction of a three-storey, 16,000ft², 44-bed transitional and emergency housing development at 17046 Yonge Street that will provide shelter services

⁶ Inn From the Cold, n.d.

year round and bring its number of transitional beds from 5 to 18. While they could have gotten a cheaper site in a more industrial area, a centrally located site was selected to ensure transit accessibility.

Purchasing a property had been on the minds of the board for roughly six years before a site was acquired. The team attributes the success of the development to several key factors: a highly knowledgeable and committed board, a capital campaign led by a committed cabinet of business leaders, and positive relationships with the Town of Newmarket and York Region.

The support and expertise of IFTC's carefully curated board members was integral to making the upcoming Yonge Street development possible. The Town of Newmarket has a strong culture of volunteerism, with the mayor's office offering a volunteer matching program, which is where IFTC turned to establish a board equipped with an architect, urban planner, real estate agent, and engineer. With this expertise, the Board provided visioning, planning and massing studies, a location needs assessment, and pro bono contributions.

IFTC did not want to be owned by the government, like most shelters are, and their established record of providing working solutions for homelessness made this a possibility. In addition to receiving regional funding from York Region, the City of Newmarket transferred ownership of a 6-foot walkway, which was considered surplus, to IFTC to increase the footprint of their new building.

A robust capital campaign was coordinated by a skilled and committed cabinet made up of business leaders from York Region and including Newmarket mayor John Taylor as the chair. This successful campaign brought in \$2.5-million alone, exclusive of their regular fundraising. The project also received \$7.5 million from the federal Rapid Housing Initiative⁷.

Eventually SHS Consulting was hired when the development process surpassed the scope of what could be achieved by a volunteer-run team. The municipality supported an application for a Minister's Zoning Order (MZO)⁸, which prevented the potential of the project being stalled for years through a typical development application process after their lease is set to expire.

Operations

IFTC seeks to improve people's situations beyond just temporary housing. While other shelters have time limitations of just a few months, IFTC allows extended stays at their sites, adapting to the needs of individuals to improve their success when they leave. This commitment is also seen in their head lease program, Please Come In, where they lease units from private landlords to sublet to tenants.

Programming increased during the pandemic, accompanied by increased funding provided by the Region when they realized how unsafe it was for the homeless community to be without a place to go. Portable toilets were placed on their property as public washrooms had been closed. IFTC's successful efforts in the pandemic were a turning point in their relationship with government partners, proving themselves as experts in serving the chronically homeless in a cost effective manner.

Current Challenges and Future Planning

With the new location, the cost per square foot will be significantly lower and time on maintenance will be freed up, so IFTC looks forward to dedicating more time and resources to fundraising and to the creativity necessary to develop solutions. Recognizing the needs not being met outside of Newmarket, they are committed to expanding their services to surrounding regions.

⁷ Quigley, 2023

⁸ Quigley, 2023

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Ultimately, 18 transitional beds are insufficient to serve the needs of York's homeless population. The agency hopes to expand their *Please Come In* program to continue moving clients into more permanent homes and consider how they can further contribute to realizing more transitional units.

IFTC believes that developing community service spaces should be a collaborative effort involving regional and municipal governments as well as nonprofits. To facilitate this, the environment must adapt to make it easier for nonprofits to participate in development across the region. IFTC is also considering how their successful approach to development can be implemented throughout the region more easily.

Lessons Learned

- Property ownership makes applications for construction funding more desirable to funders. The ability to purchase a site is integral to securing construction financing. Achieving that initial capital is a large undertaking for a nonprofit organization.
- A carefully curated board of experienced development-adjacent professionals can increase organizational capacity and readiness to pursue a CORE development project.
- Purpose-built development allows agencies to design spaces intentionally suited to the needs of their service users.

Interviewees

Ann Watson, Executive Director, *Inn From the Cold*

Wayne Ford, Board Chair, *Inn From the Cold*



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Krasman Centre



Location 10121 Yonge Street, Richmond Hill	Number of Locations 2
Region York	Ownership Model Rented Space
Years in Operation 26 years	Service Type <ul style="list-style-type: none">• Peer support programs• Wellness and recovery programs

Mission

The goal of the Krasman Centre is to serve as a physical hub and resource for the community of psychiatric survivors and their families and friends serving York Region (Richmond Hill main location) and South Simcoe (Alliston satellite location) of the Central Local Health Integration Network.

Description

The Centre offers and operates a variety of peer support, mental health recovery, and social service programs serving people who experience mental health extremes or labels and substance use challenges, including people who experience homelessness.

Development Story

The Krasman Centre rents from a private landlord on Yonge Street in Richmond Hill, and the same is true for its second location in Alliston. The agency has operated from the same Richmond Hill location for 26 years, though the size has been inefficient for the past eight years. The more recent increase in homelessness following the pandemic has pushed the use of the space far beyond operational capacity.

With the pandemic came a growing need for survival services in the community, exceeding what the agency could achieve in a 2,000ft² space. As administrative needs grew as well, the Yonge Street location became the administrative centre while service users were served from the basement of two nearby churches and a municipally-owned wave pool for roughly one year. Due to program participant preferences, Krasman prefers more neutral spaces than religious ones, but the churches

generously offered their sites at a time during the pandemic when most other facilities were unavailable. The wave pool site was made possible from York Region funding that covered municipal rental costs.

Krasman's operations returned to their original location when the municipality reclaimed their site. While many program participants prefer the Yonge Street space over the wave pool for the comfortable homeliness it offers, it remains unsuitable. Faced by growing space needs and community opposition, Krasman is searching for a new space in the area.

Operations

IFTC seeks to improve people's situations beyond just temporary housing. While other shelters have time limitations of just a few months, IFTC allows extended stays at their sites, adapting to the needs of individuals to improve their success when they leave. This commitment is also seen in their head lease program, Please Come In, where they lease units from private landlords to sublet to tenants.

Programming increased during the pandemic, accompanied by increased funding provided by the Region when they realized how unsafe it was for the homeless community to be without a place to go. Portable toilets were placed on their property as public washrooms had been closed. IFTC's successful efforts in the pandemic were a turning point in their relationship with government partners, proving themselves as experts in serving the chronically homeless in a cost effective manner.

Operations

The pandemic altered the operations of the Krasman Centre severely. In addition to the shift towards addressing survival needs, they had to become more high-barrier for safety reasons, transform drop-in programming to quicker "drop-by" programs, and moved peer support programming online (which some program participants now prefer and still use).

In the temporary pandemic locations drop-in hours increased from four days per week to seven days and three evenings. While many changes have reversed, these extended hours along with the funding from York Region have been sustained since. Many staff who were hired during the pandemic must now work exclusively from home and renting off-site storage is necessary due to inadequate space.

Current Challenges and Future Planning

Operating from their original space with even more services and the difficulty of finding a new, appropriately located one on the private market are Krasman's main space-related challenges. In their real estate hunt, the agency has been told by potential landlords in various ways that their services are an "inappropriate use" for their property.

Relatedly, the increasing visibility of homelessness has led to growing NIMBYism, with the community and some politicians often suggesting that Krasman relocate outside of Richmond Hill or to a more industrialized area.⁹ Relocating far away could destabilize many long-term program participants or place the agency outside of their access. The current site is on a public transit route that makes it convenient for more participants, so relocating somewhere near but slightly off the main street would be ideal.

Krasman is also dedicated to ensuring their next space is fully accessible, further narrowing their real estate options. The current space is not accessible and the building's heritage status limits the changes they can make to accommodate accessibility needs.

Krasman Centre is interested in ownership for the perceived stability that could allow for greater long-term visioning and the feeling of empowerment it could provide both staff and service users. While the agency's building owners have not raised rents unreasonably, the fear of this always exists. However, with

⁹ Adler, 2024

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ownership feeling out of reach, Krasman will continue to search for a new leasable space and remain open to development partnerships and shorter-term options. In the meantime they will continue to challenge myths and stigma about unhoused people, substance use/addictions and mental illness in the hopes that building support will make acquiring new space easier in the future.

Lessons Learned

- Stigmatization towards social service organizations and the people they serve limits the options available for CLRE.
- CLRE located in high density and transit accessible areas is ideal to enhance service accessibility

Interviewees

Susan Dobson, *Executive Director, Krasman Centre*



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Miziwe Biik



Location

167 Gerrard St East, Toronto

Region

Toronto

Years in Operation

33 years, established in 1991

Number of Locations

2

Ownership Model

Owned by agency

Service Type

- Employment services
- Training programs
- Student support

Mission

Miziwe Biik provides services to the Aboriginal* peoples in the Greater Toronto Area; to work with employers to secure job opportunities; to deliver federal and provincial programs; and, promote Aboriginal* entrepreneurship and the development of Aboriginal* economies. Miziwe Biik works with individuals, other agencies and groups to provide these services and achieve their mission¹⁰.

*First Nations status and non-status, Inuit, and Métis

Description

Miziwe Biik currently operates out of two adjacent 2-storey buildings on a single site in Toronto's Cabbagetown neighbourhood and, as of late 2024, will operate a second location in the Block 10 West Donlands redevelopment in the Canary District.

10 Miziwe Biik, n.d.

Development Story

Prior to purchasing its current site 20 years ago, Miziwe Biik leased office space at 415 Yonge Street. Faced by a large rent increase from their private property owner, the agency decided to purchase their current buildings on Gerrard Street East, with mortgage costs equivalent to the new rental cost. Today, this half-million dollar mortgage has been paid off and the land is valued at approximately 5 million dollars.

The current location was selected because it is in the heart of Old Toronto, home to many Indigenous peoples and relatively accessible to Indigenous peoples living throughout the GTA.

Miziwe Biik has entered a partnership to join the Block 10 West Donlands redevelopment¹¹. The agency's 5-storey building in this mixed-use complex will include an early learning centre for 49 children and an Indigenous EarlyON Child and Family Centre in addition to their regular training services¹². Payments for the 20 million dollar build have already begun in monthly installments through the agency's various income streams.

The Centre offers and operates a variety of peer support, mental health recovery, and social service programs serving people who experience mental health extremes or labels and substance use challenges, including people who experience homelessness.

Operations

Limited space has been a continued concern for Miziwe Biik, who has partnered with various schools and unions to provide their service users with opportunities to use additional space and equipment. These relationships were formed prior to their current location, which was sufficient for a time, but the agency's need for space grows with the needs of the community.

The pandemic had several impacts on the agency, which was considered an essential service. They offered personal support worker training and also moved much training online while keeping some in-person as many service users do not have a home or the technology necessary for online courses.

Current Challenges and Future Planning

A major challenge faced by Miziwe Biik and Indigenous peoples more broadly is the deprioritization of funding and concern for Indigenous peoples and rights. Reconciliation efforts for the ongoing effects of colonization have not been met and concern for achieving reconciliation has fluctuated over time.

Funding and land access are a challenge for Miziwe Biik, as they are for the majority of service agencies. There are cases in which City land has been leased to the Indigenous community for 100 years. However, in the context of reconciliation with Indigenous peoples, the approach for funding and land holds a different meaning. For reconciliation to be taken seriously and with long-term impacts, these lands should be provided to the Indigenous community in perpetuity.

With their new building at the Block 10 West Donlands site comes a new opportunity to build more equity through real estate and as well as the ability to rent out some of its space for income. Since Miziwe Biik will not have a large mortgage to pay off, their financial position allows for future planning options of expanding services or moving into housing provision.

¹¹ Rice & Catán, 2021

¹² Landau, 2023

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Lessons Learned

- For true reconciliation, Indigenous agencies should receive real estate assets without typical fundraising and land purchase processes. The establishment of Indigenous-owned CORE can reflect meaningful progress toward reconciliation only if it is supported with dedicated resources and recognition of Indigenous rights.
- Land appreciation is especially beneficial to nonprofits as it gives them equity to leverage in the event that government funding decreases or stops.

Interviewee

Nancy Martin, *Executive Director, Miziwe Biik*



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St. Leonard's Place Peel



Location 1105 Queen Street East, Brampton	Number of Locations 1
Region Peel	Ownership Model Owned by agency
Years in Operation 53 years, opened in 1971	Service Type <ul style="list-style-type: none">• Shelter with wrap around supports• Seniors community services• Life skills programs

Mission

St. Leonard's Place Peel (SLPP) provides community-based residential support for men over 16 years of age who have significant mental health and substance abuse problems, as well as those who have had involvement with the justice system¹³.

Description

For over 40 years, SLPP has provided supportive housing with intensive case management and a multidisciplinary care team. The 117-bed facility is supported by volunteers from diverse professions, including health care, fostering innovative solutions. SLPP's approach centers on equipping individuals with the skills needed for independent living, empowering them to transition into their own homes and move beyond homelessness.

Development Story

SLPP's 2.5-acre site was donated by Bramalea Limited to Sir Robert Williams in 1971 to establish St. Leonard's Place Peel. Initially beds were provided for 21 men serving federal parole but residential expansions that occurred in 1987 and 2000 nearly doubled the agency's capacity and allowed it to provide services to people facing homelessness also. The 2000 expansion added a building on the existing site. In addition to forgivable loans, this development received multiple generous donations from the Rotary Club of Brampton.

In 2007, a 2-storey building was constructed at the rear of the property, adding 24 rooms and a professional kitchen. Like the earlier capital investments, this development was made possible through forgivable loans.

In 2012, two additional floors increased capacity by another 21 beds..

¹³ St. Leonard's Place Peel, n.d.

Operations

As a congregate living facility, SLPP was considered an essential service during the pandemic. They were fortunate to have large common spaces that made social distancing relatively easy. Costs increased for cleaning, to purchase gear for isolation rooms and to rework rooms for more effective accommodations such as isolation rooms. With full ownership and control over the site, needed adjustments were relatively easy and quick to implement. However, to offset rising costs, SLPP had to decrease their intake and move external services like psychiatry online.

SLPP rents out its indoor community space to neighbouring residents for free and has considered doing so for a fee to make a profit in future.

Current Challenges and Future Planning

SLPP has maximized development on their current site and is interested in expanding off-site to keep up with growing community needs. With their financial capital primarily reserved for upcoming repairs, including changes to comply with AODA requirements to their current spaces, SLPP does not have immediate plans to enhance their CORE portfolio.

Even though SLPP's property is very valuable, they are not interested in using traditional methods to leverage its value. They have seen success through forgivable loans so far and are inclined to continue with this less risky approach instead of taking out a loan on equity, though they are able to.

As the need for their services is predicted to grow, the agency sees 2025 as "the year of partnerships" and intends to pursue them with both new and old partners, including Peel Region and financial institutions. Partnerships are seen as a means of accessing specialized

funding to help expand their services. While not actively pursuing a new building, SLPP is open to partnerships across sectors and would operate a new space if it were an option.

Lessons Learned

- Before pursuing a new site, agencies with existing land can explore feasibility of expanding on their existing site through vertical and/or horizontal additions.
- Even for organizations with equity to borrow against, forgivable loans are a strong factor in motivating agencies to pursue development as debt of any kind is very risky for a nonprofit organization.
- Legacy organizations with owned sites or that have completed redevelopment over several decades are very advantaged. Costs have risen significantly over time, making expansion and redevelopment even of existing CORE sites costly.

Interviewees

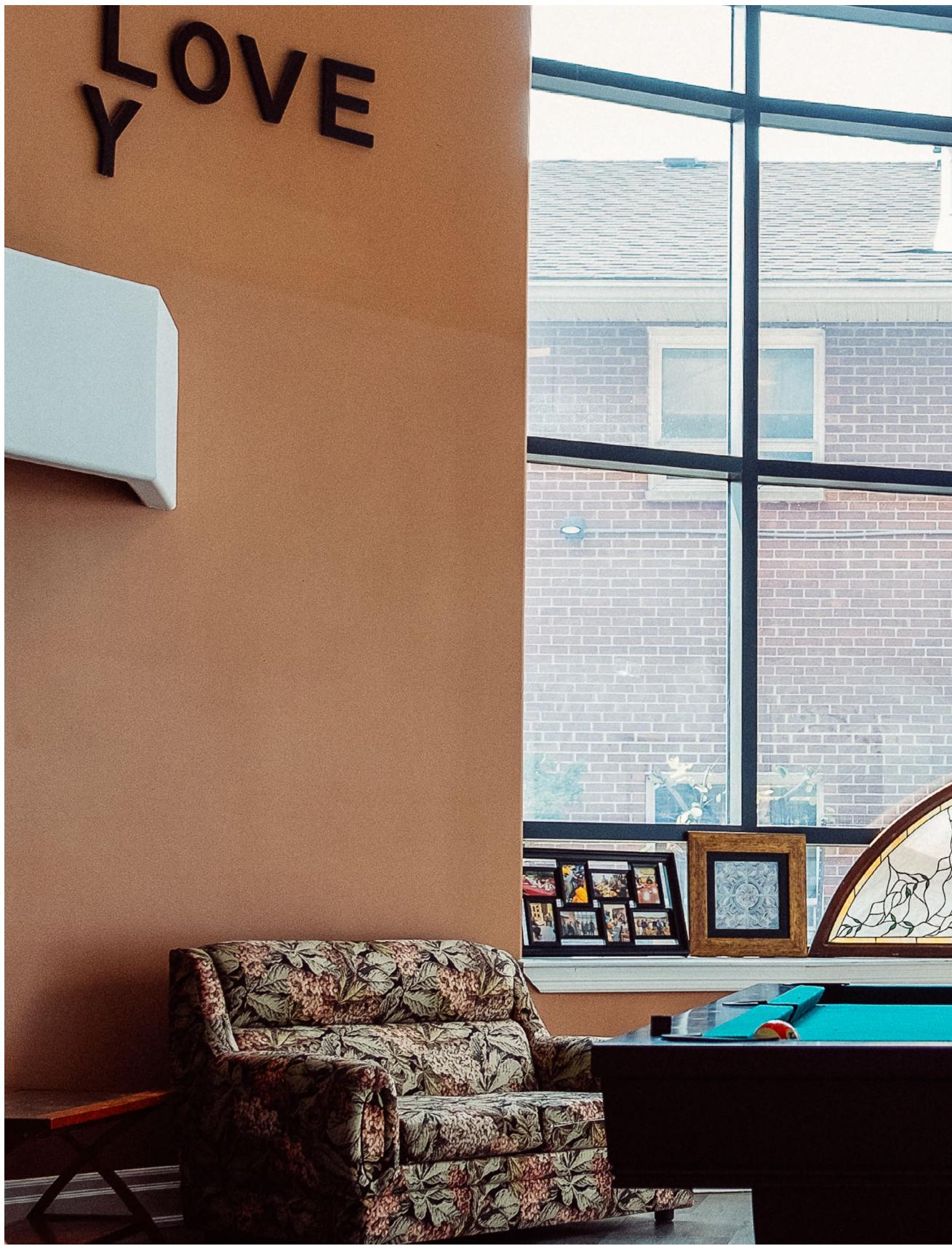
Leslie Barnes, *Chief Executive Officer,
St. Leonard's Place Peel*

Dennis Monk, *Property Manager,
St. Leonard's Place Peel*

Melissa McDermott, *Director of Finance,
St. Leonard's Place Peel*

Lindsay Butcher, *Director of Operations,
St. Leonard's Place Peel*

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Appendix F: Average Number of Agency Spaces by Census Tracts and Equity Indicators

		Number of Agency Spaces in or near a Census Tract (pop weighted average)				Percent of Nearby Agency Spaces that are Rented (pop weighted average)			
		Peel	Toronto	York	Total	Peel	Toronto	York	Total
Overall Population		3.4	19.2	5.2	11.9				
Equity Index	Q1 (least in need)	1.4	22.0	2.4	13.7	83.7%	57.6%	64.4%	59.5%
	Q2	2.5	21.2	6.2	10.5	84.9%	61.0%	72.2%	65.4%
	Q3	3.6	22.0	5.2	10.8	85.9%	60.4%	73.6%	65.2%
	Q4	4.5	14.0	6.2	9.5	85.6%	60.3%	66.7%	64.0%
	Q5 (most in need)	5.1	18.4	5.9	15.8	78.7%	57.8%	71.9%	59.8%
Low Income (LIM)	Yes	3.8	22.9	5.4	14.9	78.3%	68.7%	58.3%	68.8%
	No	3.3	18.2	5.1	11.3	77.2%	68.8%	61.1%	68.9%
Income % from Gov Transfers	Yes	3.8	17.6	5.4	11.7	79.4%	69.6%	62.3%	70.3%
	No	3.3	19.5	5.2	12.0	77.2%	68.7%	60.5%	68.7%
In Core Housing Need	Yes	3.8	17.8	5.9	12.1	79.0%	69.3%	62.1%	69.7%
	No	3.3	19.8	5.0	11.9	76.9%	68.6%	60.2%	68.6%
Renters in Unaffordable Housing	Yes	3.5	21.1	5.4	12.8	77.5%	68.4%	60.5%	68.0%
	No	3.3	18.5	5.1	11.6	77.4%	69.0%	60.8%	69.3%
Eviction Filing Rate	Yes	3.2	16.0	4.9	9.8	81.6%	70.1%	63.6%	71.7%
	No	3.4	19.3	5.2	12.0	77.3%	68.8%	60.6%	68.8%
Unemployment Rate	Yes	3.5	19.2	5.2	12.2	77.9%	69.0%	60.4%	69.2%
	No	3.4	19.2	5.2	11.9	77.4%	68.8%	60.7%	68.8%
Youth NEET	Yes	3.8	17.6	5.4	11.7	78.5%	69.1%	62.9%	70.0%
	No	3.3	19.5	5.2	12.0	77.2%	68.8%	60.3%	68.7%
% without Certificate, Diploma, or Degree	Yes	3.2	15.2	4.7	9.7	77.6%	69.6%	62.7%	70.0%
	No	3.4	19.9	5.3	12.3	77.4%	68.7%	60.3%	68.7%
Working Poor	Yes	3.9	18.6	5.4	12.8	79.2%	69.7%	59.5%	69.3%
	No	3.4	19.3	5.2	11.9	77.3%	68.7%	60.8%	68.8%
Short Term Worker	Yes	3.1	19.2	5.4	11.8	76.4%	69.1%	60.6%	68.9%
	No	3.4	19.2	5.2	12.0	77.6%	68.8%	60.7%	68.9%
Recent Immigrant	Yes	4.4	21.3	5.7	14.0	81.7%	71.1%	56.6%	71.3%
	No	3.3	19.1	5.2	11.8	77.1%	68.6%	60.9%	68.7%
Visible Minority	Yes	3.2	18.7	4.7	11.1	77.2%	69.4%	55.1%	68.4%
	No	3.7	19.8	5.8	13.2	77.9%	68.1%	67.3%	69.5%
Single Parent Household	Yes	4.0	17.4	5.8	12.1	79.9%	69.4%	61.9%	70.2%
	No	3.3	19.7	5.1	11.9	76.9%	68.7%	60.4%	68.6%
Low Income (MBM)	Yes	4.6	24.5	6.1	17.0	79.2%	68.7%	59.7%	69.0%
	No	3.3	18.5	5.1	11.3	77.3%	68.8%	60.8%	68.9%

Table 17: Average Number of Agency Spaces by Census Tracts and Equity Indicators

Appendix G: Maps of Agency Spaces and Equity Indicators

All equity index indicators can also be viewed on the interactive map: <https://schoolofcities.github.io/essential-spaces/map>

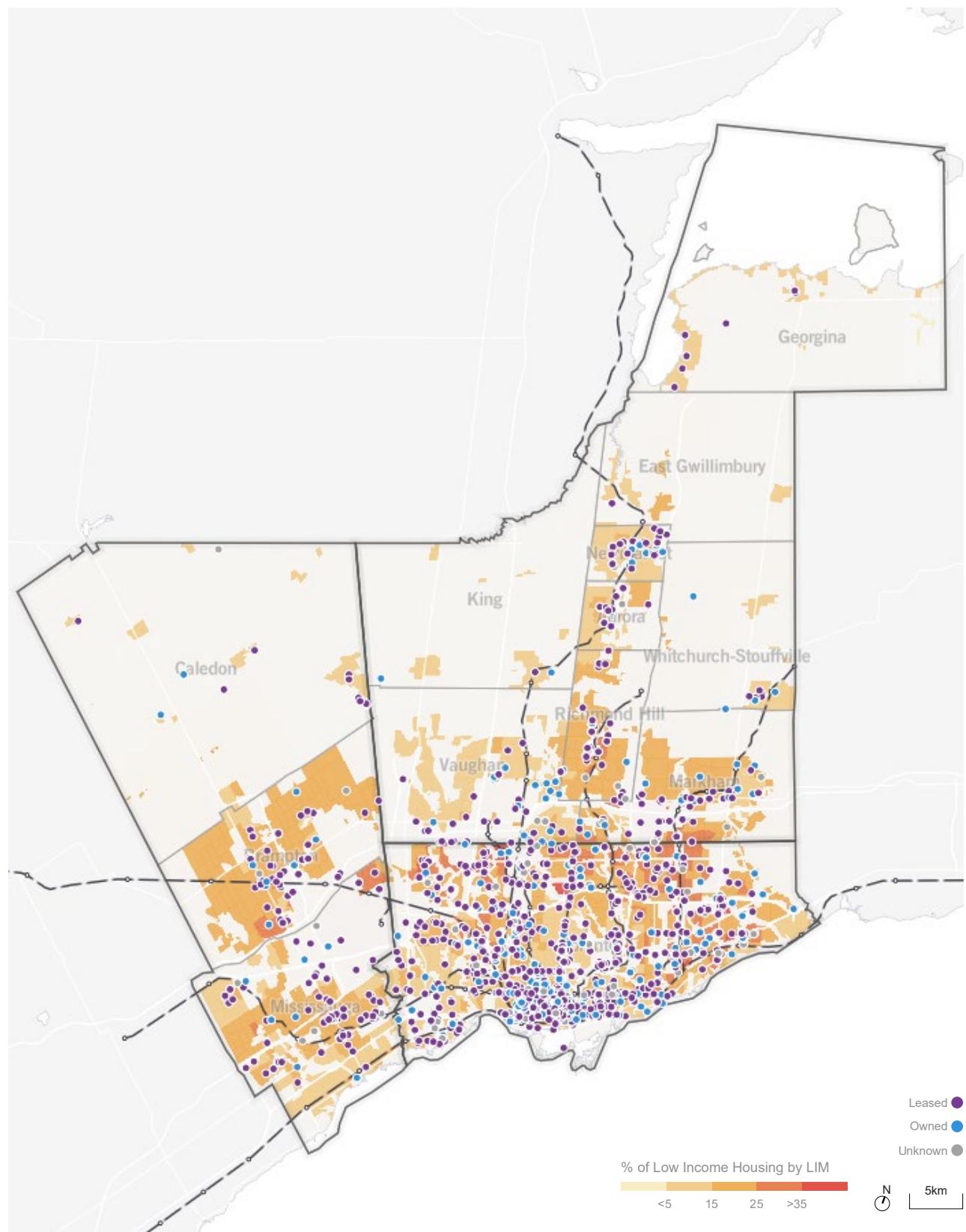


Figure 14: Map of Agency Spaces and Low-Income Housing by LIM

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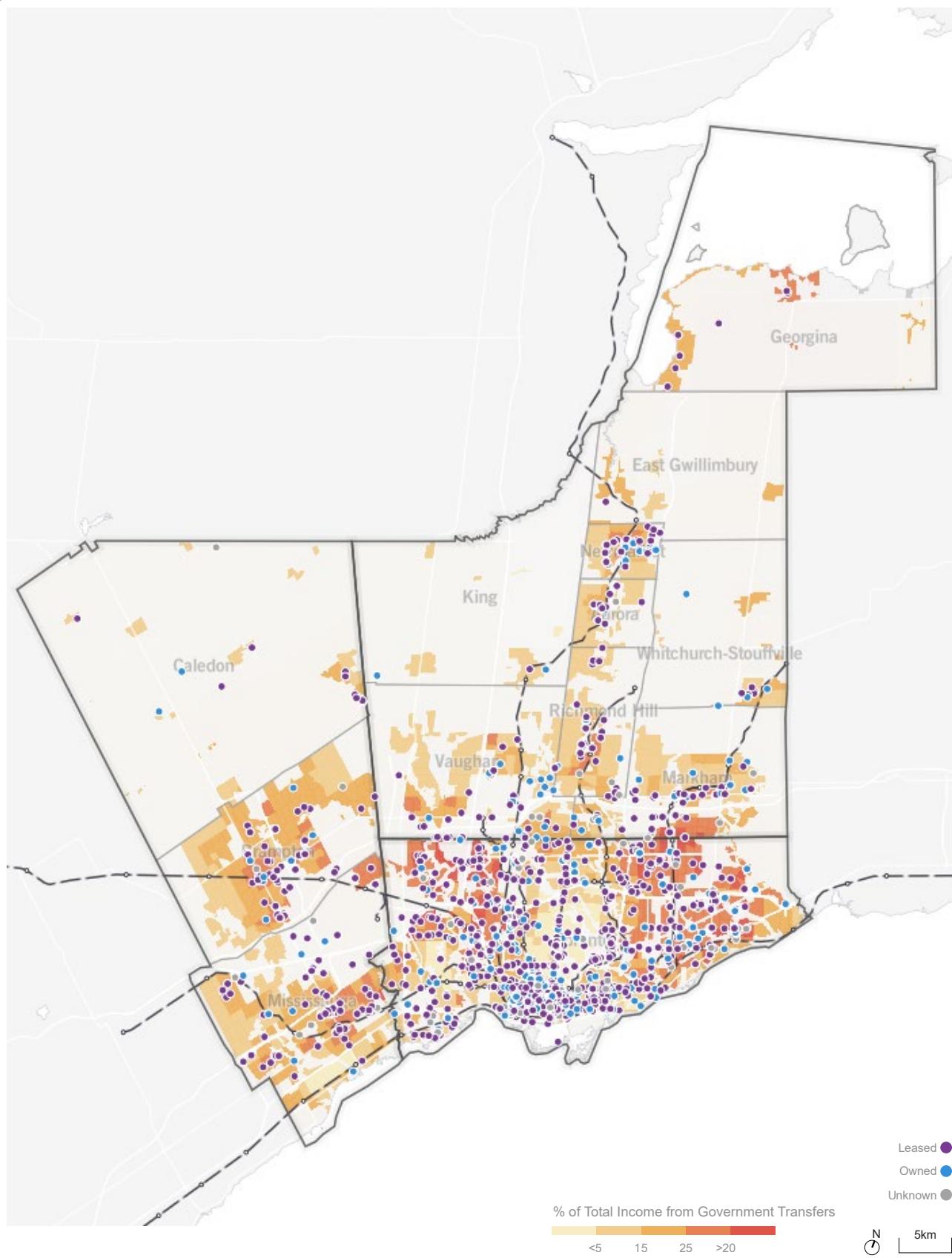


Figure 15: Map of Agency Spaces and Share of Total Income from Government Transfers

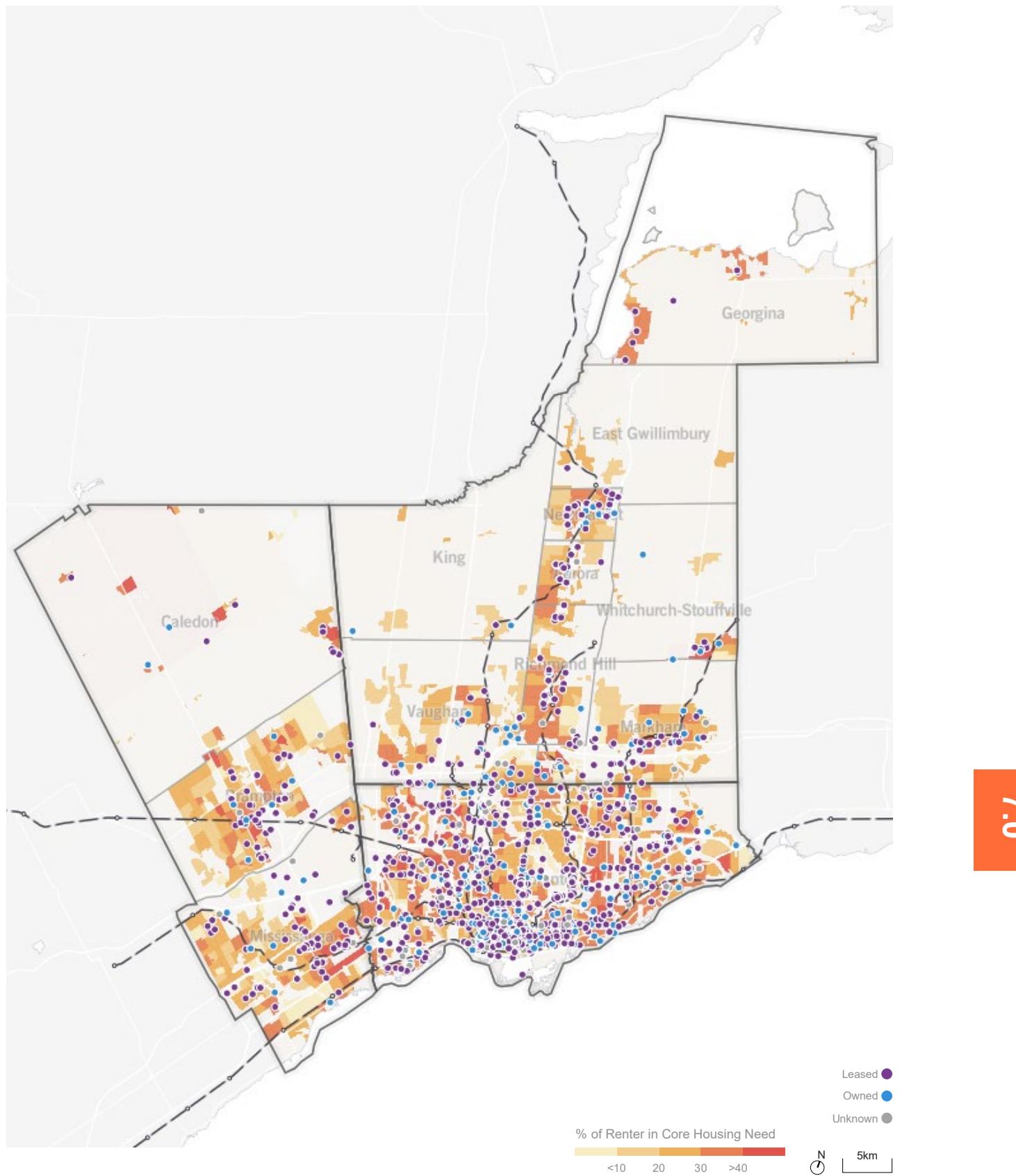


Figure 16: Map of Agency Spaces and Renters in Core Housing Need

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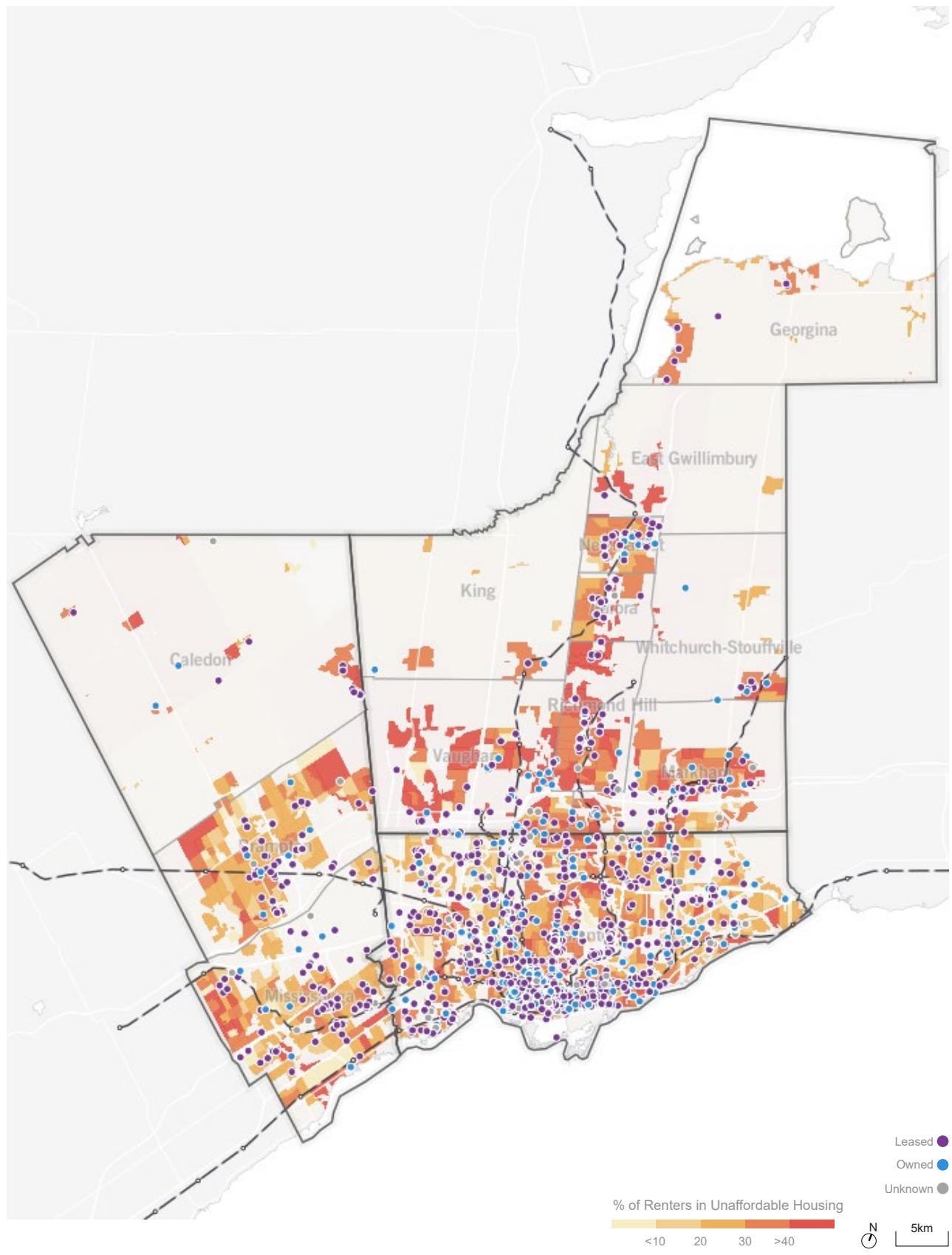


Figure 17: Map of Agency Spaces and Renters in Unaffordable Housing

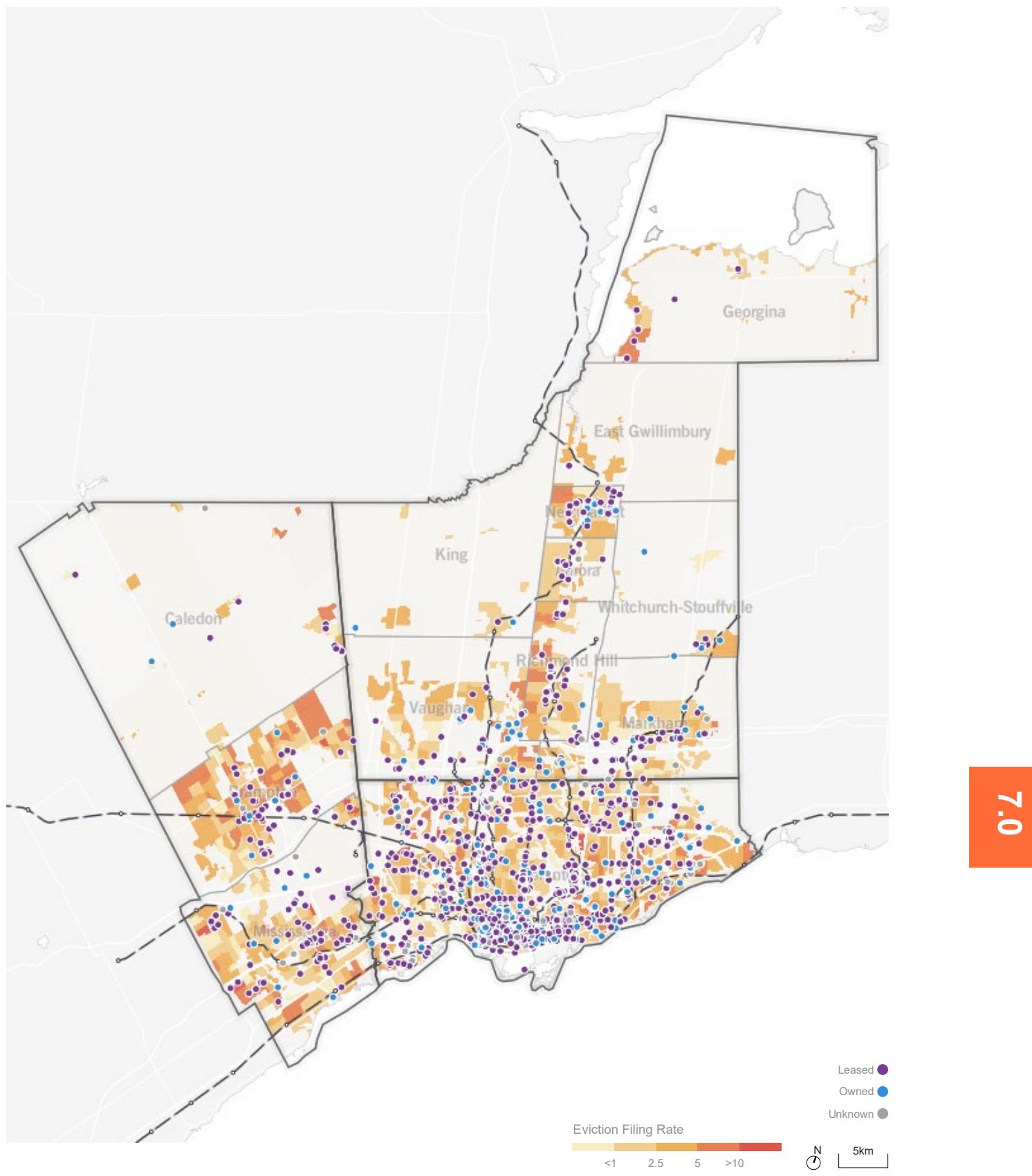


Figure 19: Map of Agency Spaces and Eviction Filing Rate

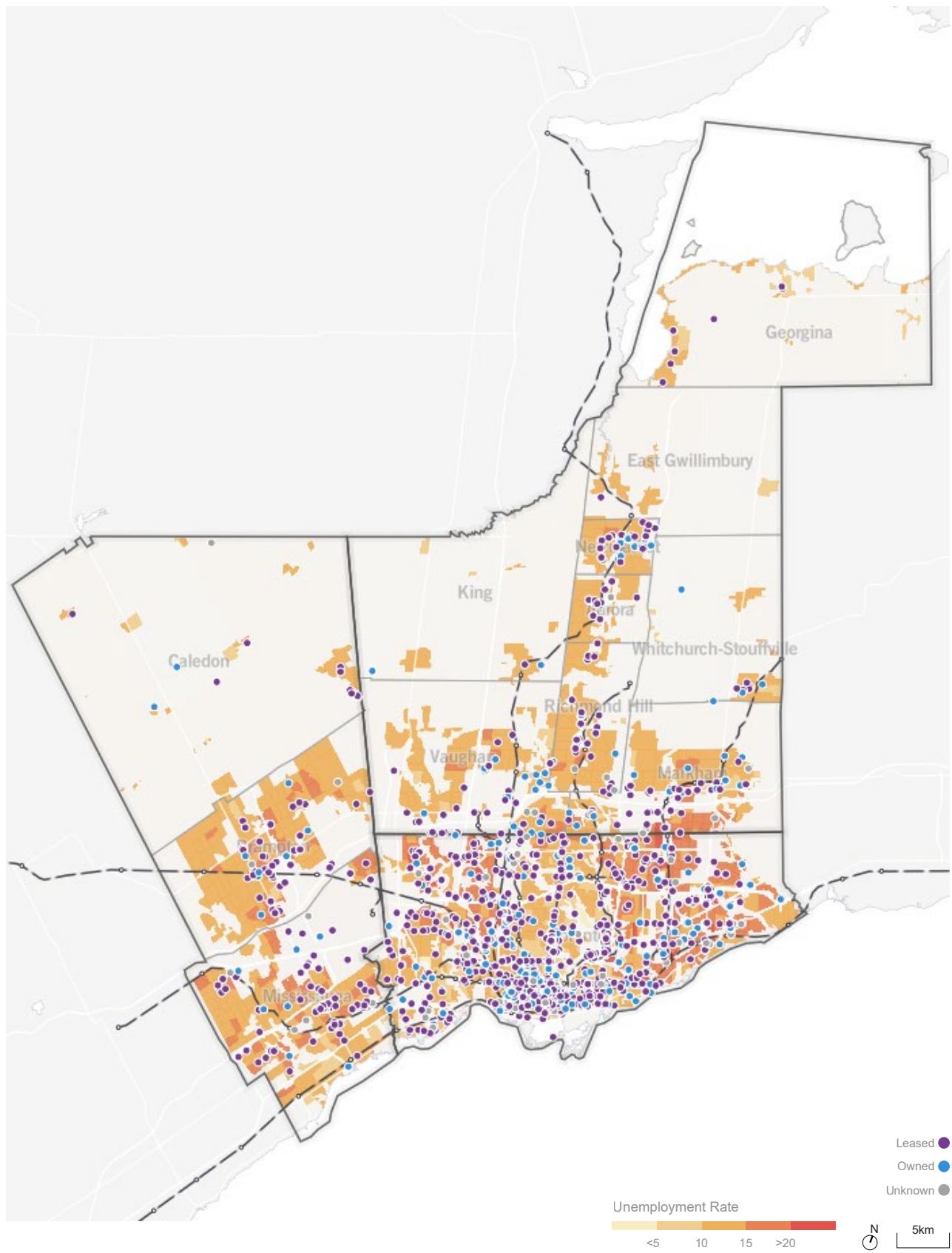


Figure 18: Map of Agency Spaces and Unemployment Rate

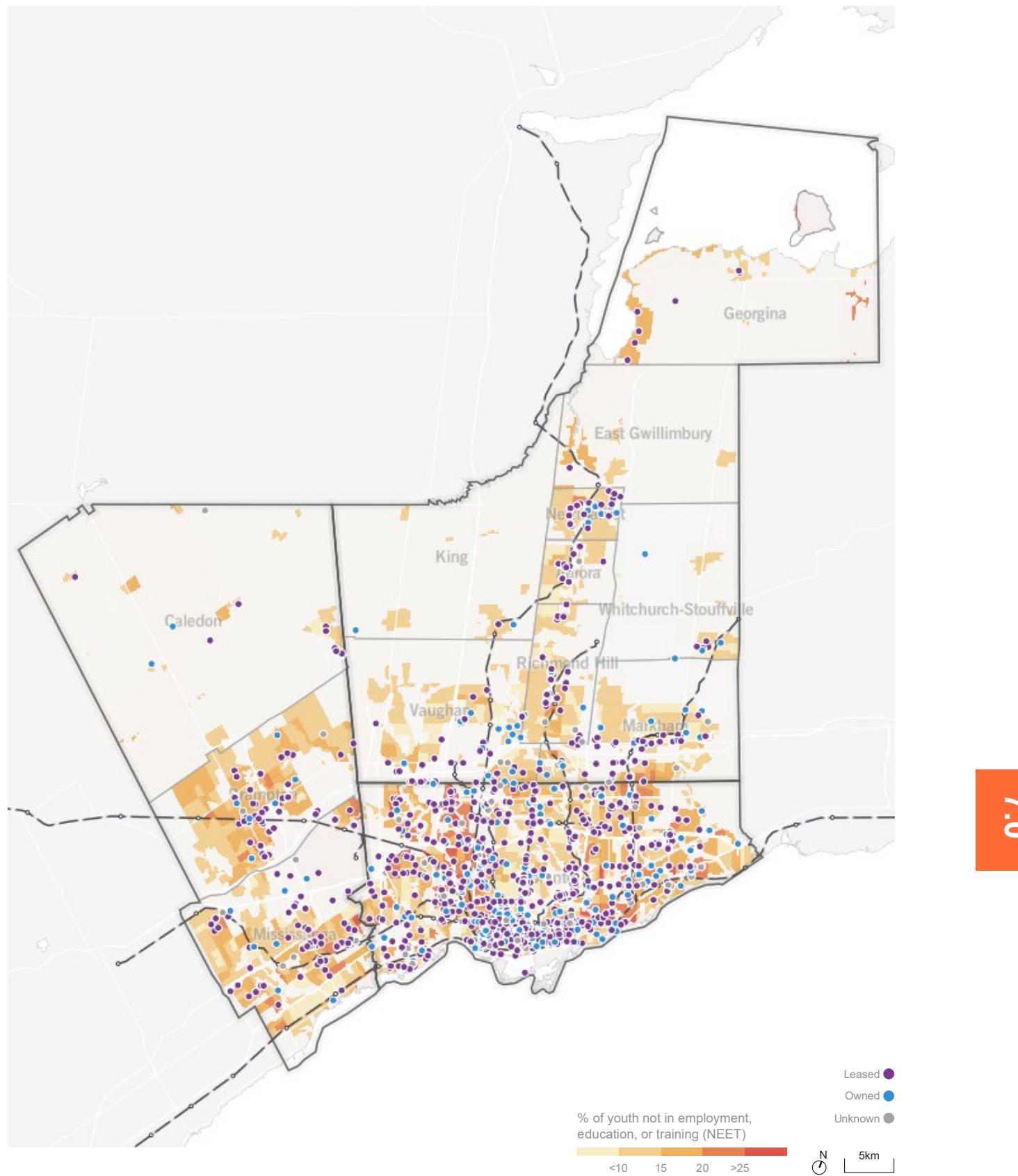


Figure 21: Map of Agency Spaces and of Youth Not in Employment, Education, or Training (NEET)

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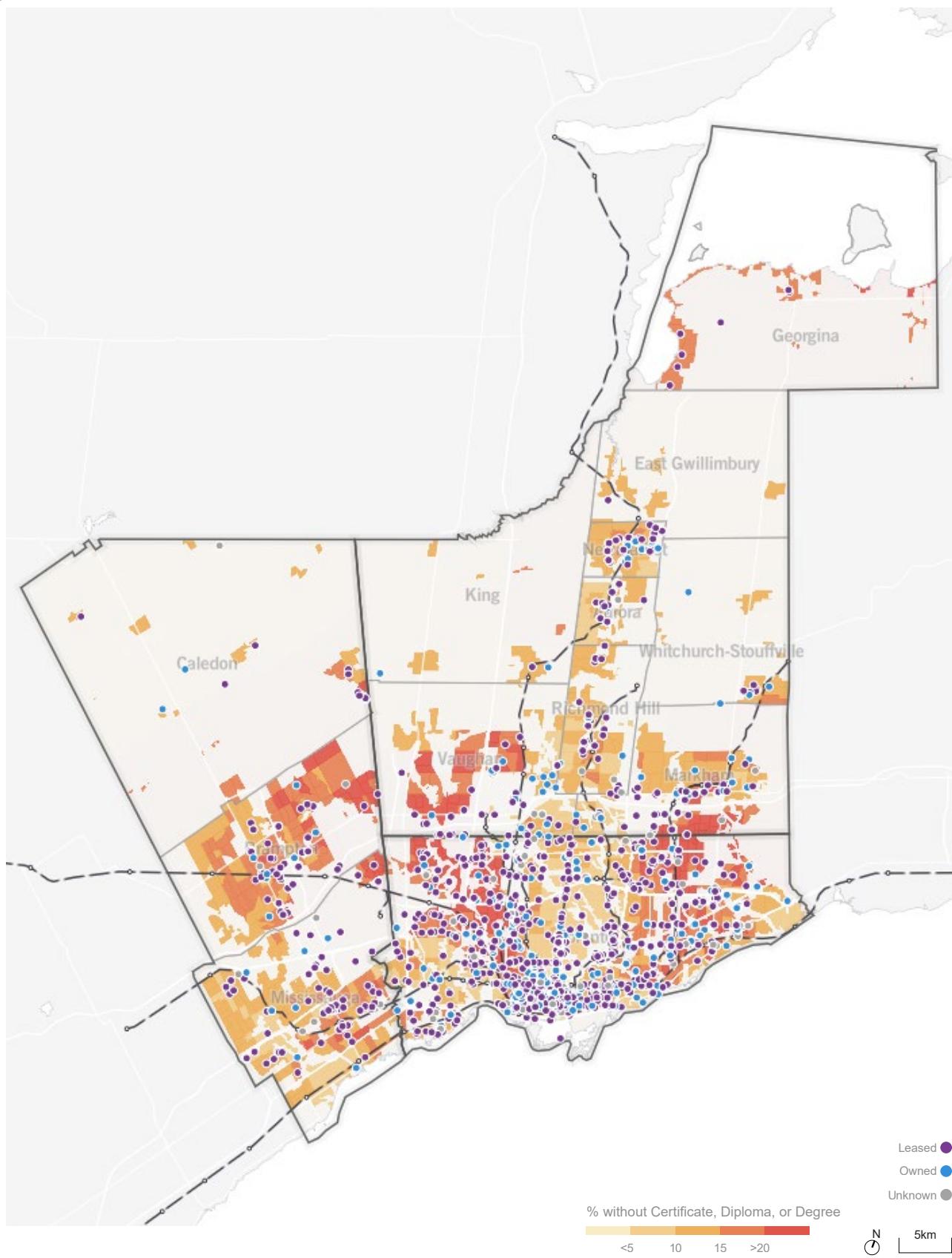


Figure 20: Map of Agency Spaces and Population % without Certificate, Diploma, or Degree

Appendix H: Changes in Equity Index

When we compared the previous equity index to the new one used in the second edition report, we find a Pearson correlation of 0.80 and a Spearman correlation of 0.79. In simple terms, these numbers show that the two versions are strongly related overall.

Both measures tell us that places that scored high (or low) before tend to score high (or low) now as well.

To dig deeper, we looked at how neighborhoods moved between quintiles when switching from the old index to the new one. The table below shows, for each group in the new index, what percentage of neighborhoods came from each group in the old index.

In summary, many middle quintiles shifted up or down by one group and large jumps, e.g. moving from the very lowest to the very highest group, were rare. So, while there was movement that impacted findings 3 and 5, the two versions are broadly in the same ballpark.

Pearson correlation looks at how closely the actual scores line up on a straight line.

Spearman correlation looks at how similar the rankings are (which areas are higher or lower compared to others).

Quintile movement - % of old quintiles moving into new equity index quintiles

	Q1_new	Q2_new	Q3_new	Q4_new	Q5_new
Q1_old	63.85	25.35	9.86	0.94	0.00
Q2_old	25.47	35.38	25.00	13.68	0.47
Q3_old	8.33	22.22	34.26	30.09	5.09
Q4_old	1.92	12.50	21.15	37.50	5.09
Q5_old	0.47	4.25	9.43	17.92	67.92

Table 18: % of old quintiles moving into new equity index quintiles

Essential Spaces:
Real (Estate) Solutions for Community Needs
2nd Edition



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