

MARCH 2025

HOUSING NEEDS ASSESSMENT

Housing for Success: Why Housing Matters for
Entrepreneurship and Innovation

Acknowledgements

In producing this report, we express our gratitude to the Indigenous Nations who are the original stewards of the lands on which the research team, the Black Entrepreneurship Alliance, and its key partners reside, work, and engage, and the focus of this study. Our acknowledgment extends, with deep respect, to the Anishinabek Nation, the Haudenosaunee Confederacy, and the Huron-Wendat, who have historically cared for the lands encompassing the area known as Tkaronto (Toronto). This region is now home to many First Nation, Inuit, and Métis communities, and the current treaty holders, the Mississaugas of the Credit First Nation. This territory is subject to the Dish with One Spoon Wampum Belt Covenant, an agreement symbolizing the collective responsibility to peacefully share and care for the Great Lakes region.

Team

Project Supervisor

Olu Villasa

Manager

Black Entrepreneurship Alliance (BEA)

Authors

Sami Ferwati

Founder

Untitled Planning

Alexandra Lambropoulos

Founder

Untitled Planning

Contributions

Ahmad Al-Musa

Untitled Planning

Architectural Modelling and Financial Analysis

AKA/FLDWRK

Table of Contents

Purpose of the Report..... 4

Executive Summary 5

1. Introduction 6

2. Methodology 7

3. Context Analysis 9

4. Foundations for Innovation: Literature on Housing’s Role in Entrepreneurial Success 35

5. Case Studies..... 41

6. Engagement Findings: An Analysis of Housing and Entrepreneurship Among Marginalized Groups 43

7. Housing Supports 46

8. Funding 56

9. Financial Analysis 57

10. Recommendations 58

11. Conclusion 60

12. References..... 61

Purpose of the Report

The concept of the Black Entrepreneurship Alliance (BEA) providing housing emerged during the feasibility study for the Element Centre, [*Leveraging Innovation Infrastructure for Community Resilience*](#), in response to the recurring feedback from founders, particularly those who had recently relocated to Canada. Many expressed that "affordable housing to pursue entrepreneurship" as a critical need. Initially, the project did not include a residential component, but as this need became evident, the idea of integrating housing into the Element Centre was introduced.

As a result, the design team explored the possibility of a purpose-built, mixed-use development, incorporating both innovation and residential spaces. Preliminary plans suggested a 19-floor residential tower, with each floor covering 7,830 square feet and accommodating 10 units of 800 square feet each. This would allow the building to house a total of 190 units, providing affordable housing directly linked to the entrepreneurial support offered at the Element Centre. By addressing the housing needs of marginalized entrepreneurs, this mixed-use development aims to create an ecosystem that supports both their personal stability and business success.

This report aims to address the critical need for affordable housing among marginalized entrepreneurs by exploring the integration of housing into the Element Centre, supporting their stability and increasing their capacity to pursue successful entrepreneurial ventures.

Executive Summary

Entrepreneurship is increasingly being seen as a solution to growing precarious work conditions, yet marginalized entrepreneurs in Canada face even greater housing challenges that can intensify their financial vulnerability. With the ongoing housing crisis, securing affordable housing has become a critical barrier, particularly for those who lack regular income, credit history, or sufficient upfront capital. For marginalized entrepreneurs—including those from racialized communities, newcomers, and underrepresented groups—these challenges are often compounded by systemic biases, making it harder to access stable housing. Landlords frequently prefer tenants with stable income, which further disadvantages entrepreneurs who may already face discrimination based on their identity or economic situation.

Beyond financial obstacles, documentation requirements and regulatory barriers, such as zoning restrictions on home-based businesses, further complicate housing access. Although organizations like the Canada Mortgage and Housing Corporation (CMHC) and Startup Canada offer support, these services alone are insufficient in addressing the unique needs of marginalized entrepreneurs in major cities like Toronto, Montréal, and Vancouver.

The Black Entrepreneurship Alliance (BEA), through its Element Centre, is addressing this critical issue by providing a housing model that ensures autonomy, access to key amenities, and a sense of community. The Centre's housing system will cater to marginalized entrepreneurs in particular, offering them not only a place to live but also external support services such as financial assistance, help accessing rentals, and guidance in navigating diverse housing options. This approach is especially designed to counter the additional barriers that marginalized entrepreneurs face in securing stable housing.

Affordable housing is a fundamental necessity for entrepreneurial success, especially for marginalized groups who often operate under greater financial strain. Stable housing allows entrepreneurs to focus on building their ventures while fostering a supportive environment that enhances well-being, creativity, and collaboration. Accessible and affordable housing for marginalized entrepreneurs not only drives job creation and innovation but also fosters equitable community development, helping to break cycles of inequality.

Addressing the housing needs of marginalized entrepreneurs is not just a social imperative; it is critical for fostering sustainable economic development. By integrating housing solutions with entrepreneurial support, the BEA and the Element Centre are paving the way for a more inclusive and innovative future.

1. Introduction

The availability of affordable housing plays a crucial role in enabling entrepreneurs, particularly those from marginalized backgrounds, to establish businesses and contribute to innovation and production. Without stable housing, entrepreneurial endeavours are hindered, and the innovation ecosystem struggles to attract and retain diverse international talent. While innovation hubs offer opportunities for growth and progress, they can also inadvertently fuel gentrification and displacement by attracting investments and speculation.

The Black Entrepreneurship Alliance (BEA) recognizes these challenges and is committed to its founder-first approach to innovation and adopting a people-first approach to developing the Element Centre. This innovation hub aims to be more than just a space for business and technology; it seeks to address the critical housing needs of entrepreneurs and the surrounding community. This ensures that the Centre becomes an anchor institution that mitigates displacement and supports local economic development.

Providing housing stems from insights gained during the BEA's feasibility study¹ for the Element Centre. Program check-ins with founders in the BEA's ecosystem revealed a pressing need for affordable housing to support entrepreneurship, particularly for founders who recently relocated from West Africa. In response, a mixed-use development with a 19-floor residential tower was proposed, featuring 190 units to serve entrepreneurs and the local community. This report draws from extensive research, case studies, and expert consultations to inform the housing model and guide the BEA's mission to create a thriving, inclusive innovation ecosystem in Northwestern Toronto.

Scope and Objectives:

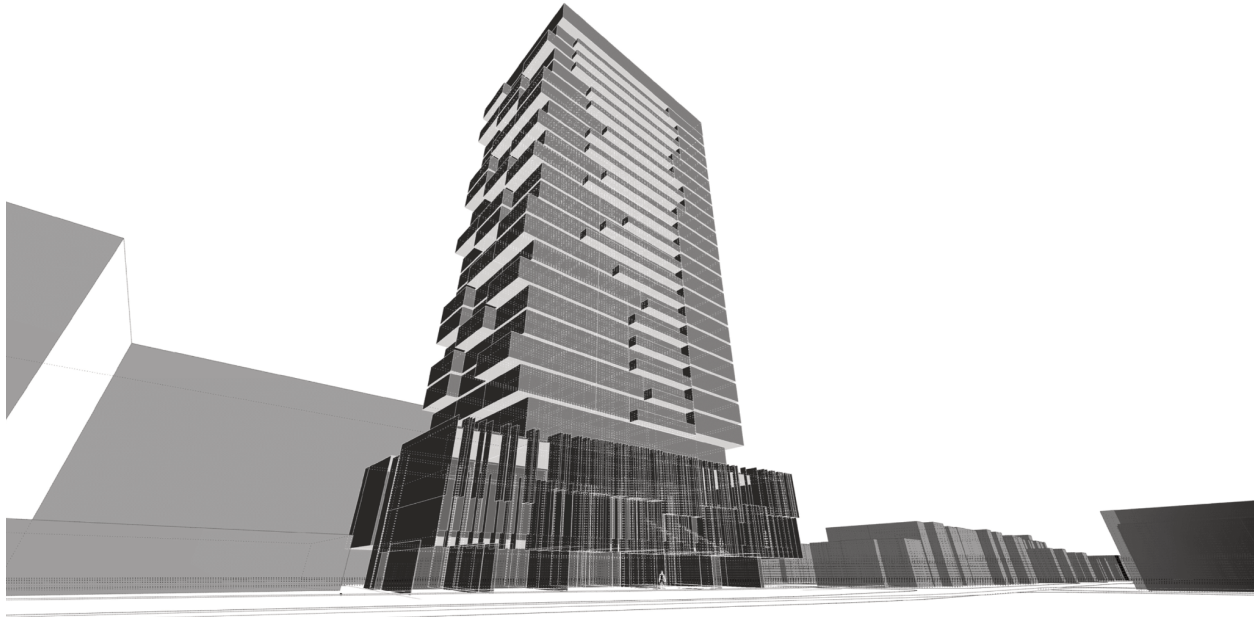
This report examines the current housing landscape at the federal, provincial, and community levels, providing an analysis of potential housing models that could be integrated into the Element Centre. The key objectives of this report include:

1. **Assessment of Housing Needs:** Identifying and analyzing the specific housing needs of entrepreneurs, particularly those from marginalized backgrounds in the Jane-Finch neighbourhood.
2. **Exploration of Housing Supports:** Evaluating various housing operational models and supports, ranging from purpose-built developments and to credit-building programs, to enhance affordable housing options.
3. **Mitigation of Displacement:** Proposing strategies to ensure that the Element Centre serves as an anchor institution that mitigates the risks of gentrification and displacement within the community.

¹ Read the full report: [The Element Centre: Leveraging Innovation Infrastructure For Community Resilience](#)

- 4. Community Wealth-Building:** Developing recommendations that promote equitable access to housing while supporting local community wealth-building efforts.

Massing
Perspective



Rendering of the Element Centre. Created by *AKA/FLDWRK*

2. Methodology

To explore the housing supports that the Element Centre can provide, we employed a three-step methodology: desktop research, surveys, and focus groups.

Desktop Research

Our desktop research involved over 130 resources consisting of a literature review, as well as analyzing various housing models, case studies, and potential development partners to inform the design and services of the Element Centre. We examined funding opportunities and reviewed federal, provincial, and municipal policies to ensure regulatory alignment. Additionally, we analyzed community-specific reports, such as those focused on Jane-Finch, to identify potential policy recommendations that could enhance the project's impact.

Surveys

The survey process was conducted in three phases to capture a broad range of data on the housing needs of entrepreneurs. The first phase took place at the Collision Conference, an international tech event in Toronto, in May 2024, where 580 short survey responses were collected. This was followed by two additional rounds of data collection: one at the Elevate Festival, a Toronto-based tech conference, in October, and another conducted online from July to October 5, 2024, which yielded 26 in-depth responses.

The shorter survey focused on key quantitative data, including income, time in business, current housing accommodations, and costs, using multiple-choice questions. In contrast, the longer survey combined multiple-choice and open-ended questions to explore the complex relationship between entrepreneurship and housing in greater depth.

These surveys provided insights into the housing challenges entrepreneurs face at different stages of their journey, shedding light on their evolving needs and potential policy solutions.

Focus Group

To further explore entrepreneurs' housing experiences, we conducted a focus group with 10 participants from BEA's Food and Beverage and Technology programs. This session was held over Zoom, which may have limited participant openness due to the online format. However, despite this limitation, the discussion generated valuable qualitative data that supplemented the findings from both the desktop research and surveys.

For data collection, we utilized Mentimeter and recorded the session for further analysis. The discussion focused on entrepreneurs' direct personal experiences and their specific housing needs, including access to housing (both rental and ownership), the suitability of housing for business and residential activities, and the broader amenities required to foster a supportive entrepreneurial environment and incubate innovation. These insights provided a deeper understanding of the intersection between entrepreneurship and housing, highlighting the challenges and opportunities within this space.

3. Context Analysis

This section explores the social, economic, and political factors that shape the housing market in Toronto, particularly its disproportionate impact on marginalized communities. Focusing on Northwest Toronto, we will identify the specific challenges faced by these communities and analyze relevant policies and funding initiatives.

Section Takeaways

1. **Severe Housing Precarity for Marginalized Groups** – Racialized individuals, particularly Black and Indigenous communities, experience higher eviction rates, lower homeownership, and disproportionate rent burdens. In Toronto's northwest, neighbourhoods where **36% of renters are Black have twice the eviction filings** compared to areas with only 2% Black households.²
2. **Affordability Crisis & Aging Housing Stock** – In Jane-Finch, **56% of residents rent their homes**, with **32% relying on subsidized housing**, far exceeding city averages. The majority of housing was built between 1961-1980, requiring significant investment to maintain livability and affordability.³
3. **Displacement Pressures from Development & Infrastructure** – The **Finch West LRT is driving property value surges**, with single-detached homes near stations projected to exceed **\$750,000** post-completion. Large redevelopment projects—Jane Finch Mall, Yorkgate Mall, and Firgrove-Grassways—signal significant neighbourhood transformation, raising concerns about gentrification.⁴
4. **Low-Income & Employment Challenges in Jane-Finch** – The **median income for renters in Jane-Finch is \$40,141**, well below the city-wide figure of \$45,385. Over **40% of Black renters earn less than \$20,000 annually**, limiting their housing options and increasing vulnerability to displacement.⁵
5. **Policy Gaps & Need for Community-Led Solutions** – The **Jane Finch Community Development Plan** calls for **tenant protections, community-owned housing models (CLTs, co-ops), and social procurement strategies** to mitigate displacement. Without structural interventions, rising rents and speculative development could push out long-term residents.

Element Centre & BEA Relevance

Understanding the current context will support decision making and advocacy efforts to potential partners and community members to create greater access to opportunities. The insights demonstrate that there is a need to provide not just physical housing supports but

² Lewis, 2022

³ Canada Without Poverty, n.d.; Canadian Women's Foundation, 2024

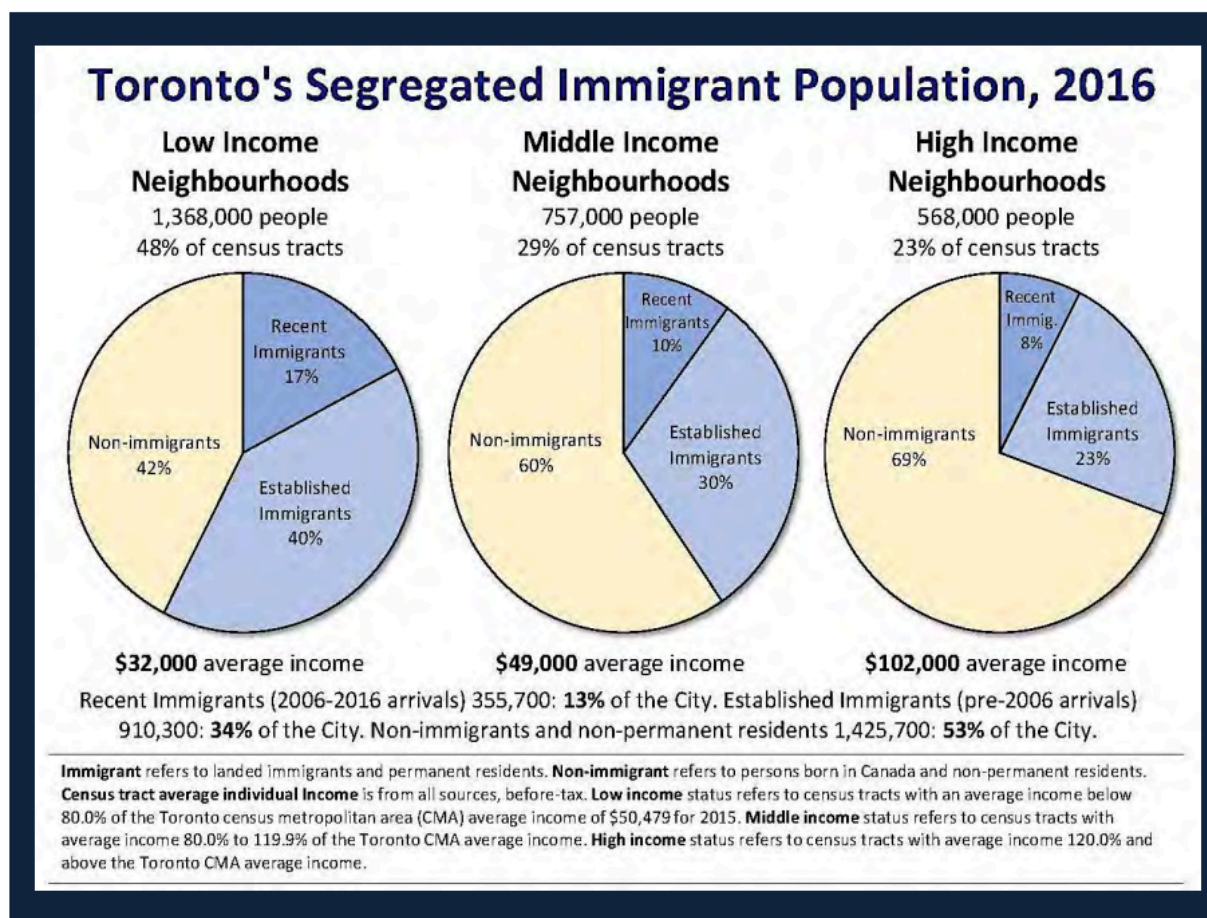
⁴ N Barry Lyon Consultants Limited, 2017

⁵ Lewis, 2022

social housing supports as well that build local capacity, economic growth, as well as improve access to affordable housing and/or homeownership opportunities for these marginalized groups.

Marginalized Communities and Housing Precarity

The current housing landscape in Canada reveals significant barriers for marginalized communities in accessing adequate housing. A notable concern is the intersection of poverty and homelessness among racialized groups, particularly newcomers (See Figure 1).⁶ Systemic issues such as discrimination, language barriers, historical trauma, and the lingering impacts of colonization create a persistent cycle of homelessness that is particularly challenging for individuals within these communities.⁷ Addressing these distinct challenges is essential. Providing access to culturally sensitive resources and tailored support can empower marginalized groups to navigate the complexities of homelessness effectively.



J David Hulchanski, University of Toronto

Page 31 of 66

TU Delft, September 2018

⁶ Springer, 2021; Statistics Canada

⁷ Taylor, 2017

Figure 1. Toronto's Segregated Immigrant Population (2016)⁸

Racialized communities in Canada experience significant socioeconomic disparities, with general impacts.⁹ For example, as of 2021 the poverty rate of racialized individuals (11%) was almost double the rate of non-racialized individuals (6%). Racialized women earn, on average, **32% less** than their counterparts.¹⁰ Youth homelessness is also a critical issue, with many affected individuals belonging to groups facing discrimination based on race, ethnicity, gender, or sexuality. In fact, **28.2% of all homeless youth in Canada** come from racialized communities, surpassing the national average of **19.1%**.¹¹ Indigenous Peoples face particularly severe challenges, as they represent only **4.3% of Canada's population** but account for **30.6% of homeless youth**.¹² These statistics underscore the urgent need for targeted support and solutions for these communities.

While education typically lowers the risk of poverty, a significant number of individuals in or at risk of poverty are still highly educated. In 2021, among those in deep poverty (i.e. income of 50% of the poverty line or less), 51% have a postsecondary qualification, and 31% have a high school diploma. Furthermore, 46% of those in shallow poverty (i.e. between 50 – 100% of the poverty line) and 43% of those at risk of poverty (i.e. 100 – 125% of the poverty line) have postsecondary education.¹³

⁸ Hulchanski & Maaranen, 2018

⁹ Schimmele et al., 2023

¹⁰ Canada Without Poverty, n.d.; Canadian Women's Foundation, 2024

¹¹ Schwan, 2016

¹² Schwan, 2016

¹³ Canadian Poverty Institute, 2024

The Uneven Financialization of Housing Based on Race

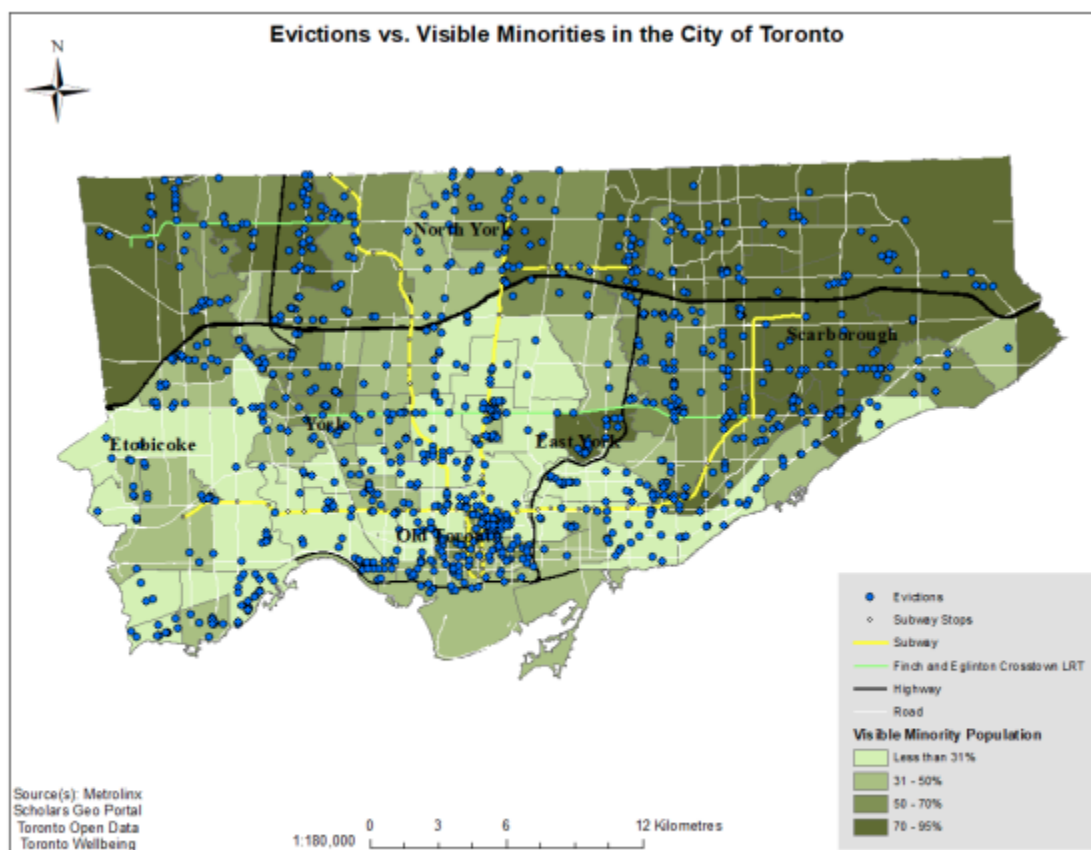


Figure 10: Map of 2020 L1 (Uncontested and Contested) Evictions in Visible Minority Areas in Toronto

Figure 2. Map of 2020 L1 (Uncontested and Contested) Evictions in Visible Minority Areas in Toronto¹⁴

The Canadian Human Rights Commission's report, "The Uneven Racialized Impacts of Financialization," highlights that **Black tenants are at a higher risk of eviction**, with neighbourhoods where **36% of renters are Black** experiencing **twice as many eviction filings** as those with only **2% Black households**.¹⁵ This trend is particularly evident in Toronto's northwest quadrant (see Figure 2), where a significant portion of Black renters, including single parents and individuals living alone, allocate more than **30% of their income** to rent, making them among the most rent-burdened groups.¹⁶ High poverty rates among Black renters compound this burden, with over **40% earning less than \$20,000 annually**.¹⁷ These challenges not only limit opportunities but also pose significant risks to overall well-being. The **2021 Report Card on Child**

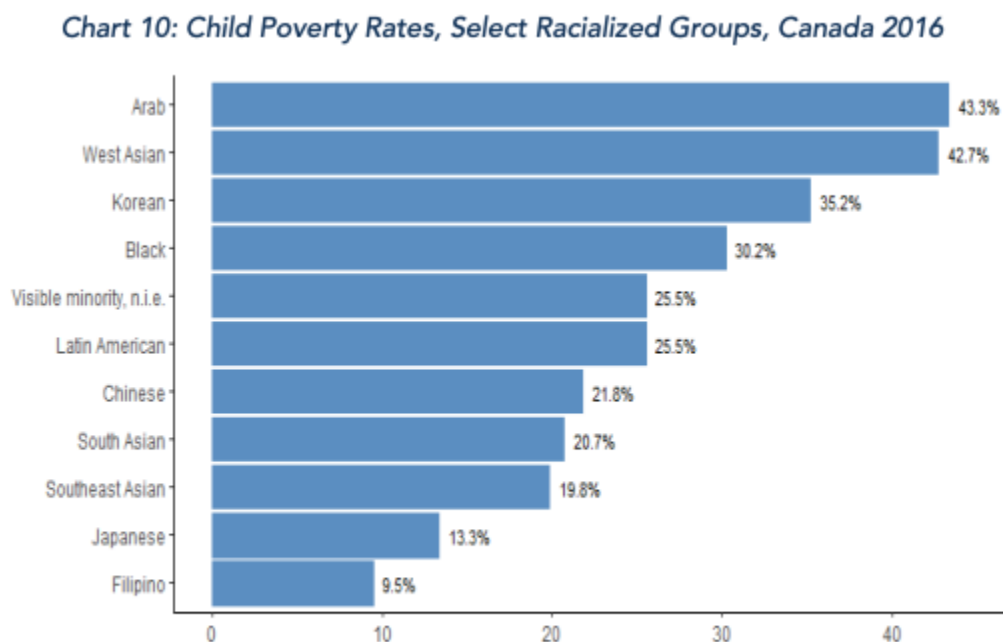
¹⁴ Lewis, 2022

¹⁵ Lewis, 2022

¹⁶ Lewis, 2022

¹⁷ Lewis, 2022

and **Family Poverty in Canada** further reveals a troubling **30.2% poverty rate among Black children** (see Figure 3), underscoring the need for systemic change.¹⁸



Source: Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016211.

Figure 3. Child Poverty Rates (2016)¹⁹

Housing Market and Policy Trends

To address the housing crisis, it is essential to analyze the policies at the federal, provincial, city, district, and neighbourhood levels that affect housing availability. Understanding the funding mechanisms, grants, and regulations related to housing initiatives is crucial for developing effective solutions.

¹⁸ Campaign 2000, 2021

¹⁹ Campaign 2000, 2021

Jane-Finch

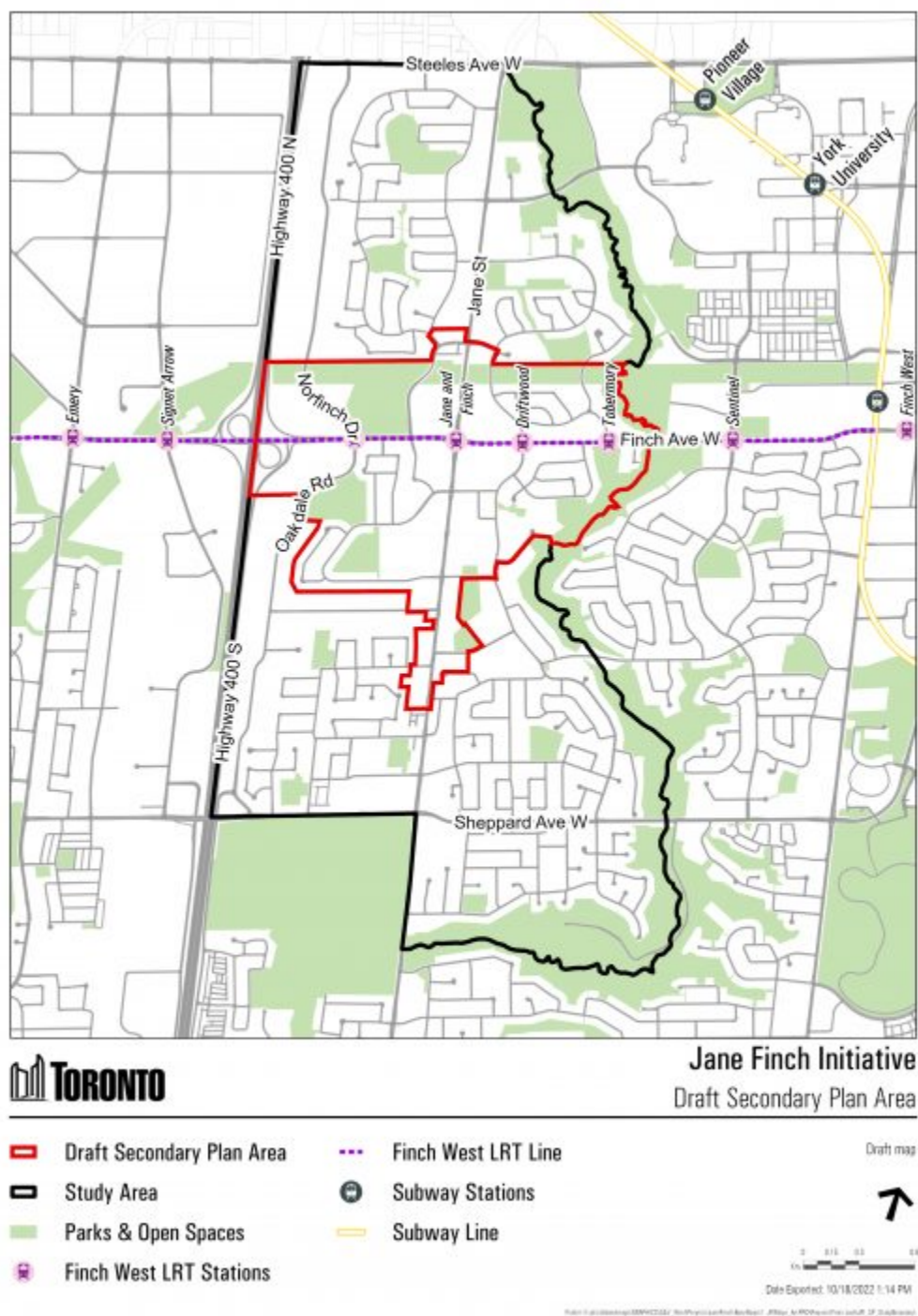


Figure 4. Jane Finch Initiative Study Area²⁰

The *Jane Finch Initiative's* housing report, *Jane Finch Initiative: Housing Policy Directions - The Existing Conditions Background Report* (2021), provides valuable insights into the unique demographic and housing characteristics of the Jane-Finch area. A striking finding is that **56% of**

²⁰ City of Toronto, n.d.

residents rent their homes, exceeding the city-wide average of **47%**.²¹ Additionally, **32% of renters in the area** reside in subsidized housing, significantly higher than the city-wide average of **14%**, reflecting the community's reliance on such support.²² The report also highlights income disparities, with median incomes for both renter and owner households falling below city-wide averages. In 2015, the median income for renter households in Jane-Finch was **\$40,141**, compared to the city-wide figure of **\$45,385**.²³ Similarly, owner households reported a median income of **\$68,598**, substantially lower than the city-wide average of **\$92,169**.²⁴ These insights are vital for understanding the economic challenges faced by residents, particularly the substantial portion of renters grappling with financial strain.

Figure 4 – Number of Renter Households not in Suitable Housing, 2016²

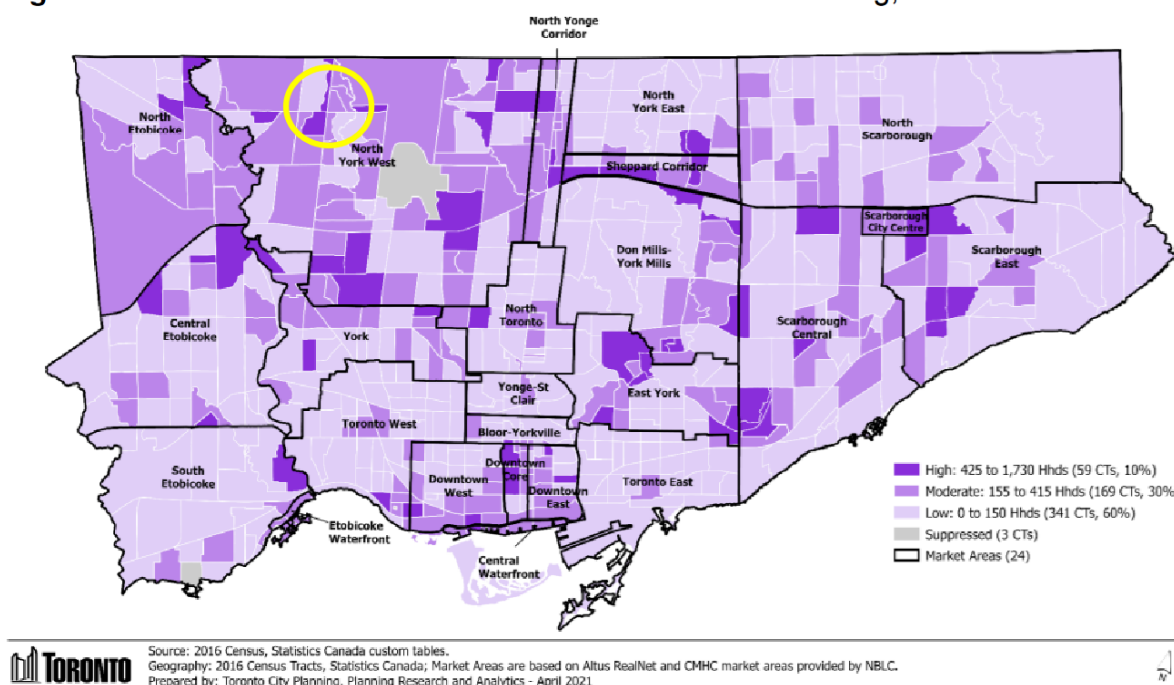


Figure 5. Number of Renter Households Not in Suitable Housing²⁵

In 2020, Toronto's vacancy rate for all purpose-built rental units reached **3.7%**, the highest since 2015, and a significant increase from **1.5% in 2019**.²⁶ Within the North York (Northwest) CMHC Zone 17, the vacancy rate rose to **1.6%** in 2020, up from **0.9%** the previous year (see Figure 5).²⁷ While a **3% vacancy rate** typically signals a healthy rental market, these figures suggest a

²¹ City of Toronto, 2022b

²² City of Toronto, 2022b

²³ City of Toronto, 2022b

²⁴ City of Toronto, 2022b

²⁵ City of Toronto, 2022b

²⁶ City of Toronto, 2022b

²⁷ City of Toronto, 2022b

tightening rental landscape, leading to heightened competition and limited options for renters, particularly lower-income individuals who may be priced out of suitable units.

Examining market rents, the estimated median income for renter households in the study area was **\$44,463 in 2020** (extrapolated from 2016 Census data), which aligns with the CMHC average market rent for a studio unit.²⁸ However, this income level is insufficient for larger unit types, highlighting the affordability challenges faced by lower-income renters. Consequently, many may be forced to settle for lower-quality or undersized accommodations.

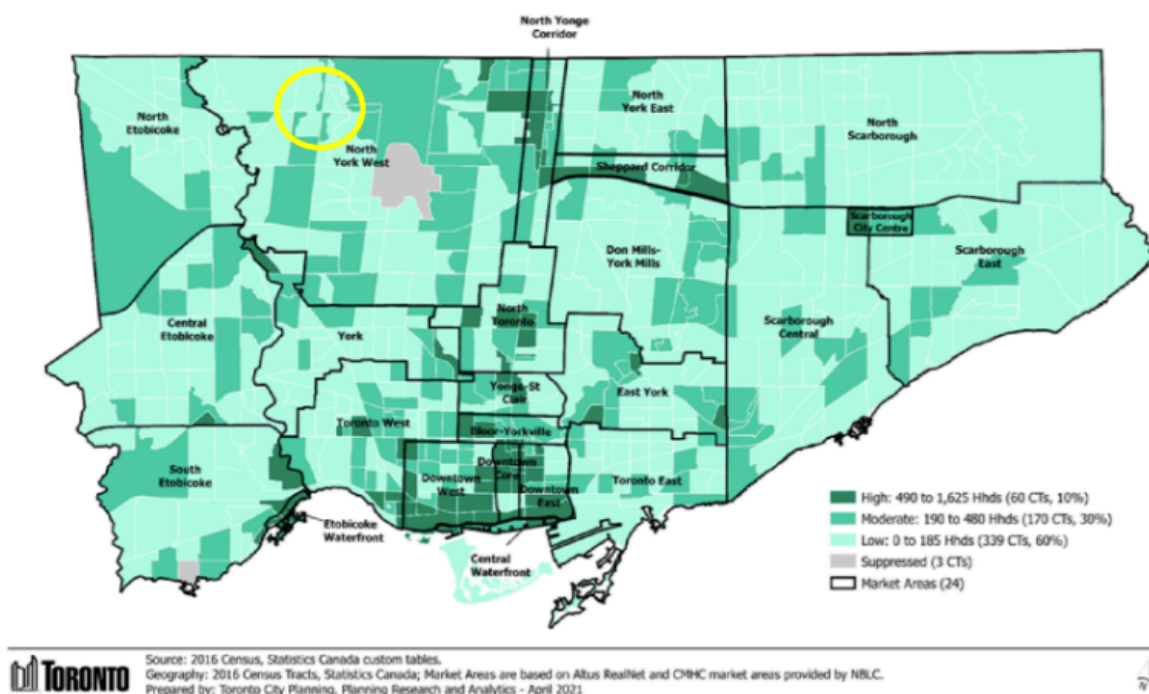


Figure 6. Number of Renter Households with a Shelter-Cost-to-Income Ratio of 50% or Greater (2016)²⁹

In the Jane-Finch area, **53% of occupied dwellings** are in apartment buildings, **43%** in single-detached, semi-detached, and row houses, and **3%** in duplexes.³⁰ Most homes (approximately **64%**) were constructed between **1961 and 1980**, indicating an aging housing stock (see Figure 7). This trend mirrors the city-wide data, where **64%** of dwellings were built prior to 1980, with **79%** of occupied rental units in the study area falling into this category.³¹ Notably, **83%** of households have two or more bedrooms, surpassing the city-wide average of **70%**. Between **2011 and 2016**, **32%** of households moved into the area, yet only about **0.6%** of occupied private dwellings were built during that period, significantly lower than the city-wide average of **7.3%**.³² Toronto Community Housing (TCHC) manages approximately **3,531 units** in the Jane-Finch area,

²⁸ City of Toronto, 2022b

²⁹ City of Toronto, 2022b

³⁰ City of Toronto, 2022b

³¹ City of Toronto, 2022b

³² City of Toronto, 2022b

primarily constructed during the **1960s and 1970s**, providing essential affordable housing options for many residents.³³

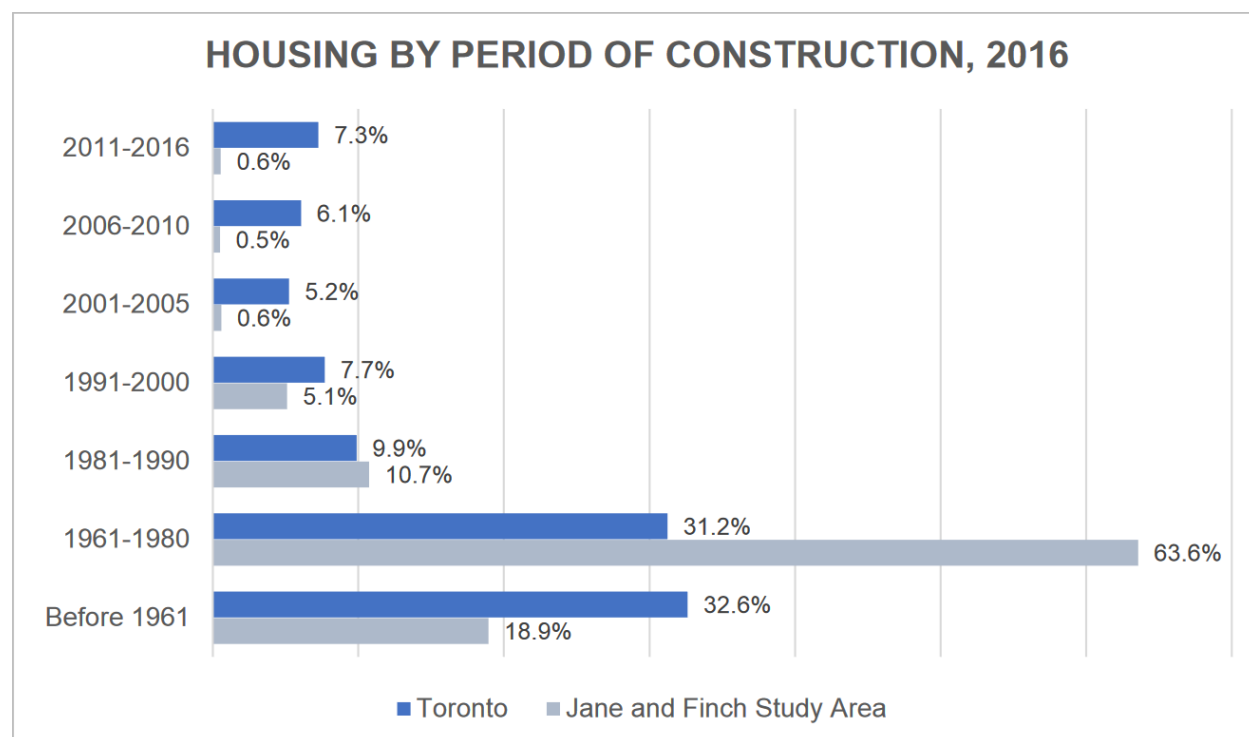


Figure 7. Housing by Period of Construction.³⁴

Looking Forward: Key Considerations from the Jane Finch Initiative

The *Jane Finch Initiative Ideas Booklet*³⁵ Housing highlights nine community priorities. The following are the most relevant in informing the BEA's work and future of the Element Centre:

- **Priority 1.** Use the suite of existing and forthcoming policies and programs to address displacement, improve and protect existing rental housing and create new affordable housing.
- **Priority 2.** Provide for a diversity of housing types, forms, tenures and affordability.
- **Priority 3.** Require a range of housing, including affordable housing, on large sites as they are redeveloped.
- **Priority 4.** Support larger households and require family-sized units in new buildings.
- **Priority 8.** Support community land trusts and co-ops in retaining and securing new affordable housing.

The recent *Jane Finch Community Development Plan*³⁶ provides additional opportunities to support the community in:

³³ City of Toronto, 2022b

³⁴ City of Toronto, 2022b

³⁵ City of Toronto, 2022a

³⁶ City of Toronto, 2024

- **Closing the ‘Digital Divide’:** Through “improved access to affordable high-speed internet and easily accessible technical programming at and around housing.”³⁷
- **Supporting the Forthcoming Anti-Displacement Strategy:** The initial vision emphasizes promoting affordable housing and rentals, protecting tenants’ rights, and increasing education and awareness. It also highlights the need for partnerships to support community-led land and housing ownership, such as through CLTs and co-ops. Additionally, the strategy advocates for measures like social procurement, placemaking, cultural initiatives, entrepreneurial incubators, and research to help mitigate residential and commercial displacement, as well as gentrification.

Income-Employment Trends in Jane Finch

Median Household Income

In Jane-Finch, the 2021 median household income ranges from \$56,831 to \$60,000, according to local analyses.³⁸ In 2021 the Black Creek and Glenfield-Jane Heights neighbourhoods where Jane-Finch is located (*see the BEA’s Element Centre Feasibility Study for more*)³⁹ 50% and 48% respectively, earned an individual income of \$20,000 to \$49,999.⁴⁰ This income range is crucial for understanding housing affordability, as it establishes the baseline for mortgage eligibility and disposable income available for housing expenses.

Employment Rates

In 2016, the employment rate for Jane-Finch was 12%. While current employment rate data for Jane-Finch is not readily available, it is important to consider the broader employment landscape in Toronto. As of October 2024, Toronto’s unemployment rate stands at approximately 8%.⁴¹ While the unemployment rate since 2021 (13.9%) has fallen city-wide, Black Creek and Glenfield-Jane Heights have risen from 12.7% to 19.5%, and 11.5% to 19.1% respectively (*see Table 1 and 2*).⁴² As explored prior, marginalized communities do face higher barriers and consequences to seeking and retaining high-earning employment. Many of the jobs available in the Jane-Finch area are low-wage, precarious, or temporary in nature.⁴³ *For more insights regarding the local employment priorities please visit the report: [The Element Centre: Leveraging Innovation Infrastructure For Community Resilience](#).*

Table 1. Key Neighbourhood Profile Data Based on 2016 Census

Categories	Black Creek (24)	Glenfield-Jane	City of Toronto
------------	------------------	----------------	-----------------

³⁷ City of Toronto, 2024, p.15

³⁸ Megan Smith, 2022

³⁹ Read the full report: [The Element Centre: Leveraging Innovation Infrastructure For Community Resilience](#)

⁴⁰ City of Toronto, 2021a; City of Toronto, 2021b

⁴¹ Canadian Real Estate Association, n.d.

⁴² City of Toronto, 2021a; City of Toronto, 2021b

⁴³ Jane Finch Action Against Poverty, 2019

		Heights (25)	
Population	21,700	30,500	2.73 million
Bachelor's Degree or Higher	9.2%	8.7%	44.1%
Unemployment Rate	12.7%	11.5%	8.2%
Employment Rate	47.8%	48.7%	59.3%
Unsuitable Housing (Overcrowded)	26.6%	23.1%	12.1%
Unaffordable Housing (Households spending 30% or more of total household income on shelter costs)	36.9%	33.1%	36.6%
Inadequate Housing (In Need of Major Repairs)	13.7%	10.8%	7.1%
Median Household Income	\$47K	\$52K	\$66K

Source: [City of Toronto](#)

Table 2. Key Neighbourhood Profile Data Based on 2021 Census

Categories	Black Creek (24)	Glenfield-Jane Heights (25)	City of Toronto
Population	21,300	30,200	2.79 million
Bachelor's Degree or Higher	11%	12%	31%
Unemployment Rate	19.5%	19.1%	13.9%
Employment Rate	42.5%	43.8%	55%
Unsuitable Housing	29%	22%	12%

(Overcrowded)			
Unaffordable Housing (Households spending 30% or more of total household income on shelter costs)	28%	25%	32%
Inadequate Housing (In Need of Major Repairs)	14%	10%	6%
Median Household Income	\$65K	\$70.5K	\$84K

Source: [City of Toronto](#)

Real Estate Market Conditions

The introduction of the Finch West LRT has significantly increased development pressure on the surrounding neighbourhoods, resulting in higher land values across various property types including residential, office, retail, and industrial. The *Finch West LRT Real Estate Market Conditions Study* foresees a surge in demand for residential, office, and commercial spaces within walking distance of LRT stops, anticipating an acceleration in pricing and demand.⁴⁴ Significant redevelopment potential is identified around planned LRT stops, particularly the indoor malls at the Jane Street and Finch Avenue West intersection.

According to the 2017 study, projections suggest that single-detached homes near LRT stations could experience substantial appreciation.⁴⁵ It is estimated that by 2025, these homes may reach values exceeding \$750,000, factoring in an anticipated 8% transit-influenced appreciation upon the LRT's completion in 2021.⁴⁶ As the real estate market matures and housing values continue to rise, this places additional strain on the affordability of homes. However, this trend also makes new developments more appealing for businesses, particularly in the employment lands adjacent to the Finch and Keele intersection and those near Emery Village. The presence of high-order transit, close proximity to 400-series highways, and incentive programs like the Imagination, Manufacturing, Innovation, Technology Grant Program (IMIT) grant are expected to draw businesses to these areas.⁴⁷

⁴⁴ N Barry Lyon Consultants Limited, 2017

⁴⁵ N Barry Lyon Consultants Limited, 2017

⁴⁶ N Barry Lyon Consultants Limited, 2017

⁴⁷ N Barry Lyon Consultants Limited, 2017

Table 4

MLS Residential Resale Values: January 2015					
	Detached	Semi-Detached	Townhouse/ Row Attached	Condo Town	Condo Apartment
Toronto	\$948,713	\$667,452	\$689,142	\$407,922	\$382,458
W05	\$637,429	\$489,400	\$466,333	\$173,143	\$207,980
W10	\$546,125	\$414,900	\$460,000	\$236,124	\$188,905
MLS Residential Resale Values: January 2005					
	Detached	Semi-Detached	Townhouse/ Row Attached	Condo Town	Condo Apartment
Toronto	\$468,877	\$338,087	\$331,594	\$238,301	\$227,082
W05	\$341,800	\$283,050	\$306,000	\$208,167	\$127,775
W10	\$301,556	\$282,950	\$238,000	\$178,900	\$140,829

Source: TREB Market Watch Report January 2005 and 2015, N. Barry Lyon Consultant Ltd.

Figure 8. Neighbourhood Residential Resale Values from 2005 to 2015⁴⁸

According to the 2017 study, Jane-Finch comprises a significant amount of retail and high-rise residential space, including older apartment buildings and properties managed by the Toronto Community Housing Corporation (TCHC).⁴⁹ Over half of the housing stock consists of high-rise apartment units, mainly constructed before 1980. Despite the prevalence of high-rise units, the average price of single and semi-detached houses in Jane-Finch in 2017 was close to \$460,000, with a high sales-to-listing ratio of over 75%, indicating already at the time a robust housing market that had been steadily increasing over the years (see Figure 8). Furthermore, the commercial market in the submarket area is considered strong, with retail spaces collecting rents over \$25 per square foot (PSF) and office spaces collecting close to \$10 PSF (in 2017). Major malls like the Jane Finch Mall and Yorkgate Mall show competitive rental rates and low vacancies.⁵⁰

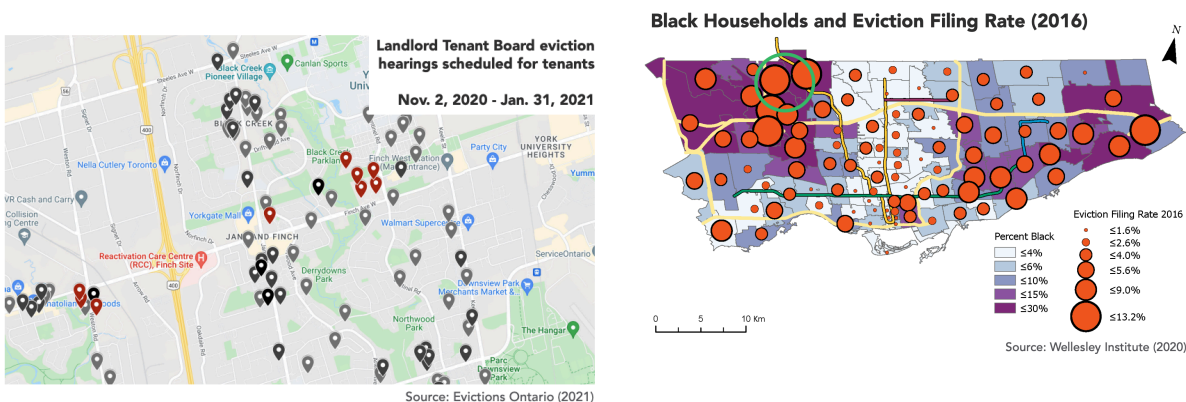


Figure 9. Maps of Eviction Rates in Study Area⁵¹

⁴⁸ N Barry Lyon Consultants Limited, 2017

⁴⁹ N Barry Lyon Consultants Limited, 2017

⁵⁰ N Barry Lyon Consultants Limited, 2017

⁵¹ Black Creek Fair Economies, 2022

Currently, rental rates in the area are controlled by the Rental Tenancy Act, ensuring affordability. In 2017, average rental rates typically ranged from \$950 to \$1,150 per month. However, with the influx of new developments in the local neighbourhood and in the surrounding region, values have been gradually shifting. This has given rise to community concerns about increasing rents and gentrification, particularly given the neighbourhood's history of evictions that disproportionately affected Black households (see Figure 9).⁵² Consequently, there is a growing demand for more deeply affordable housing options. This includes exploring various tenancy models such as co-op homeownership and rent-to-own programs (e.g., *Options for Homes*), as well as the establishment of community funds to facilitate homeownership for community members. Moreover, there is a call from local residents for diverse housing typologies and nonprofit or community-led initiatives for the development and management of affordable housing.⁵³

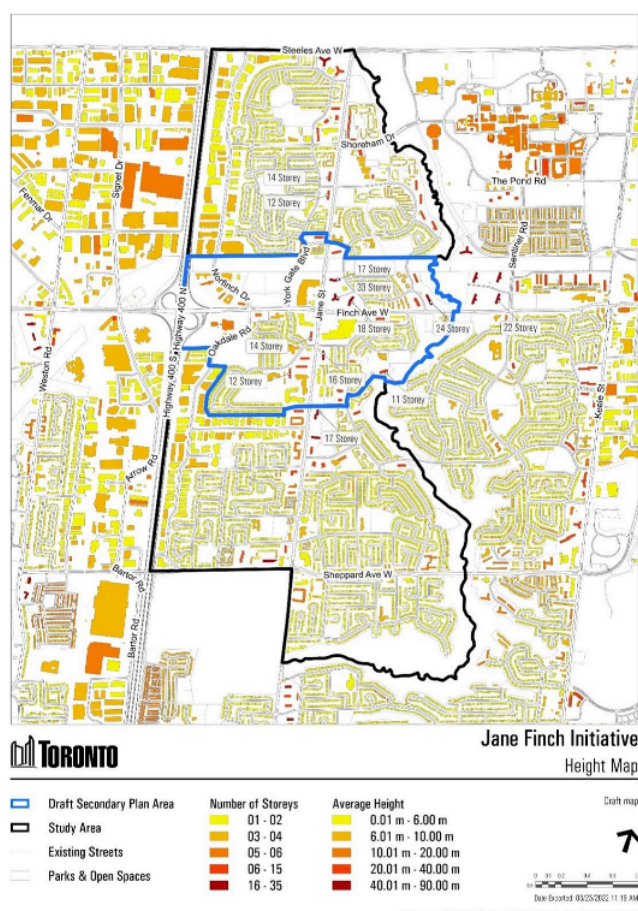


Figure 10. Map illustrating the average height and number of storeys of buildings within the study area.⁵⁴

⁵² N Barry Lyon Consultants Limited, 2017

⁵³ Black Black Creek Fair Economies, 2022, p. 22; City of Toronto, 2022d

⁵⁴ City of Toronto, 2022d

Upcoming development projects are set to significantly alter the architectural landscape and heights of the Jane-Finch neighbourhood. A significant proportion of the new developments reviewed primarily propose tall buildings, ranging from 20 to 55 stories. This stands in contrast to the prevailing building heights in the neighbourhood, as depicted in *Figure 10*. The neighbourhood predominantly comprises lower-to-mid-rise structures, typically ranging from 5 to 11 stories along Jane Street. In contrast, taller buildings, spanning from 12 to 33 stories, are primarily concentrated at major intersections. However, the suitable placement of mid-rise buildings, apartment complexes, and taller structures can be identified along Jane Street and Finch Avenue West.⁵⁵

Major Projects in the Jane-Finch Neighbourhood

Jane-Finch is the site of several large mixed-use development projects that will transform the physical, socio-economic, and environmental landscape in the area over the next few years. *Table 3* provides an overview of recently completed/upcoming projects in the neighbourhood. What follows are brief descriptions of five key ones: Jane Finch Mall Redevelopment, Firgrove-Grassways Revitalization, York University - Keele Campus Redevelopment, Jane and Finch Community Hub and Centre for the Arts, and the Yorkgate Mall Redevelopment.

Table 3. Recent/Upcoming Projects in the Area

Project	Project Lead	Project Type	Size	Status
York Woods Public Library	Toronto Public Library (TPL)	Community Development	42,176 sq. ft.	Complete
Firgrove-Grassways Revitalization	Toronto Community Housing Commission (TCHC)	Master Plan (Mixed-Use Development)	13.5 acres	Construction (Pending approvals and funding)
Jane Finch Mall Redevelopment	Jane Finch Mall	Mixed-Use Development	285,000 sq. ft.	Pre-Construction
Jane and Finch Community Hub and Centre for the Arts	CAPG and Jane & Finch Centre	Community Development	65,000 sq. ft.	Pre-Construction
Community Music Schools of Toronto (CMST) (at the York Woods Public Library)	CMST	Community Development	N/A	N/A
Yorkgate Mall Redevelopment	SmartCentres	Mixed-Use Development	217,339 sq. ft.	Pre-Construction

⁵⁵ City of Toronto, 2022d

Finch West LRT (Maintenance and Storage Facility) and 4 LRT stops	Metrolinx	Transit	104,335 sq. ft.	Construction
Flaunt-It Creative Coworking Studio	Flaunt-It and the Metcalf Foundation	Community Development	1000 sq. ft.	Complete
Western North York Community Centre	Western North York Community Centre	Community Development	80,891 sq. ft.	Approvals

Sources⁵⁶

Yorkgate Mall Redevelopment

Currently, the owners SmartCentres REIT have put in a development application for the construction of a 22-storey purpose-built rental residential apartment building in the northwest portion of the Yorkgate Mall property. However, as *Figure 11* reveals, there are plans for further intensification over the next decade to encompass the full lot with mixed-use, commercial, and residential towers.⁵⁷



Figure 11. Block Context Plan

Jane-Finch Community Hub and Centre for the Arts

The forthcoming 65,000-square-foot *Jane-Finch Community Hub and Centre for the Arts* is the result of a commitment made in 2014 by Metrolinx as part of the Community Benefits

⁵⁶ City of Toronto, 2022c; Davis, 2022, Mosaic Transit Group, n.d.; S&H Realty Corporation, n.d.; Smart Centres, n.d.; Toronto Community Housing (TCHC), n.d.; Westoll, 2021

⁵⁷ Petroff, n.d.

Framework (CBF) for the Finch West LRT.⁵⁸ Therefore, a portion of 2050 Finch Avenue was sold at no cost to the city and a coalition of local organizations and CreateTO are currently on Phase 2 of the project assessing the design, governance, and planning of the hub (see *Figure 12*).⁵⁹ The hub will provide much-needed community and arts space and programming in the community while producing additional local economic benefits throughout its development such as hiring local apprentices and newcomers and supporting small- and medium-sized enterprises (SMEs) and social enterprises in the community.⁶⁰

Table 2: Joint Work Program Deliverables

Phase 1: Organizational Development	Phase 2: Planning and Design	Phase 3: Towards Implementation
• Community participatory engagement strategy • Organizational model for Hub development: options and recommendations • Updated Hub feasibility study • Commencement of funding opportunities and fundraising strategy • Joint work program for subsequent development phases	• Updated programming model • Schematic design-Construction phasing study • Environmental studies • Capital budget and financing model • Fundraising for capital and operations • Establishing the Hub Development and Operation Organization	• Launch Hub Development and Operation Organization • Planning approvals • Development process begins

Figure 12. Project Phases⁶¹

Jane Finch Mall Redevelopment

The Jane Finch Mall Redevelopment Project is a comprehensive, multi-phase initiative to transform the mall and its surroundings into a mixed-use community anchor. Spurred by the arrival of the Finch West LRT, the project spans several decades, with the mall operational during the first phase for approximately 10 years. The primary objectives include maintaining the site as a community anchor, enhancing transit accessibility, and introducing a mix of new uses such as affordable housing, retail shops and community amenities. Additionally, the project incorporates indoor and outdoor communal spaces, including a plaza for events and gatherings, and two large public parks covering over two acres. The new mall will also include a 5,000-square-foot dedicated indoor community-led space, overlooking a large community plaza at the Jane and Finch intersection. Most importantly, the project seeks to provide community benefits revolving around five key pillars: affordable living, community-stewarded space, local entrepreneurship, long-term economic and cultural opportunities, and improving local capacity. The development on the site will be subject to a Community Benefits Charge (CBC) as per City regulations, which can fund additional community spaces, a daycare, and other on-site benefits.⁶²

⁵⁸ Community Action Planning Group, 2019

⁵⁹ Westoll, 2021

⁶⁰ Community Action Planning Group, 2019

⁶¹ City of Toronto, 2022e

⁶² JFM+, n.d.

Firgrove Community Revitalization

The Firgrove-Grassways redevelopment project, initiated by Toronto Community Housing (TCHC) in 2018, focuses on revitalizing the existing housing units and expanding the community (see *Figure 13*). This comprehensive project, developed in collaboration with tenants, local stakeholders, and the City of Toronto, entails the replacement of 236 Rent Geared to Income (RGI) units and the addition of up to 644 market units and 107 new affordable units on-site.⁶³ A Social Development Plan for the Firgrove community is also underway that will explore local community economic development goals and strategies.

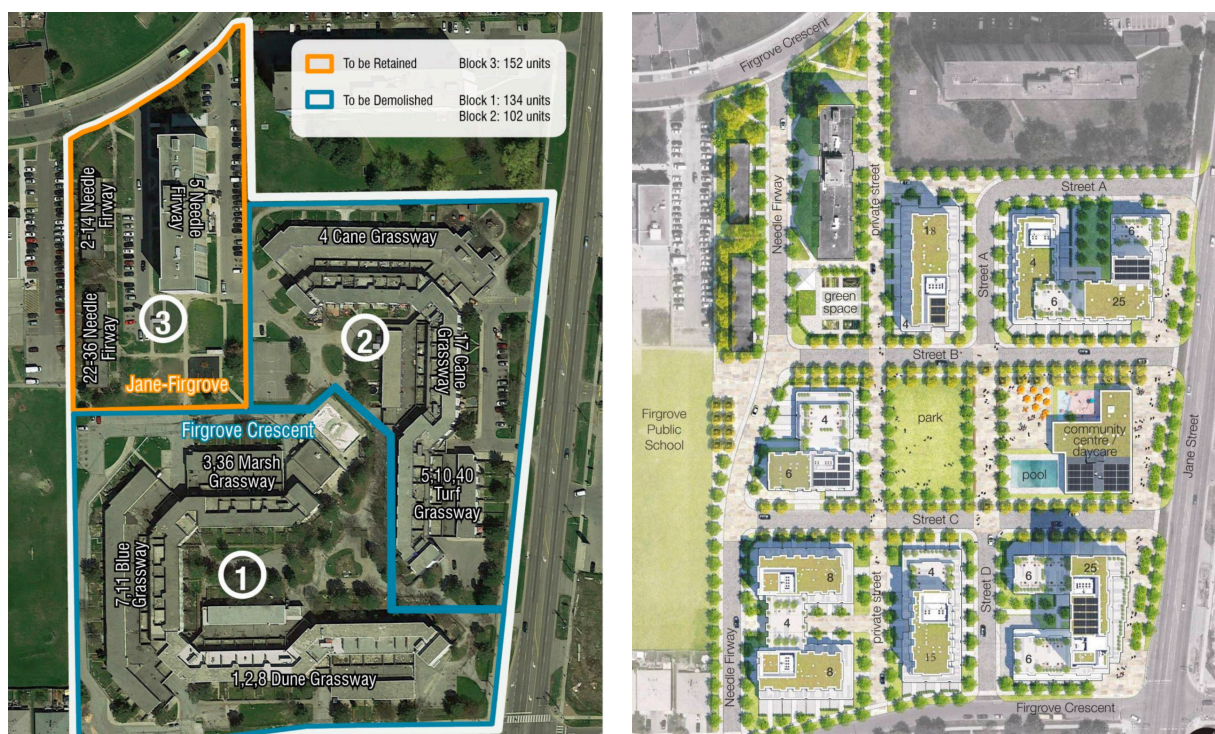


Figure 13. Map of Firgrove Grassways Community Prior to Revitalization (Pre-2019) and Current Master Plan.⁶⁴

The approved master plan includes eight new blocks featuring TCHC buildings, a community centre, a new park, additional streets, and mixed-use buildings (see *Figure 20*). This redevelopment spans 13.5 acres and has undergone a thorough planning process from 2018 to 2020, with rezoning and draft plan approval in July 2022 and January 2023, respectively. Construction will commence once funding is secured.⁶⁵

⁶³ TCHC, n.d.

⁶⁴ TCHC, n.d.

⁶⁵ TCHC, n.d.

York University's Keele Campus

York University's vision for the Keele Campus is the addition of four low-carbon, pedestrian-oriented neighbourhoods spanning 190 acres (see *Figure 14*). All of this will be centred around the Harry W. Arthurs Commons, a public space serving as the heart of the community, offering various landscapes and event spaces for gatherings. Each neighbourhood—South Mall, Creekside, Northwest Gate, and Innovation Gate—is designed to fulfil a specific purpose and service both the university and the broader community (see *Figure 22*).

South Mall will be a medium-density, mixed-use neighbourhood that provides a range of housing options for students, seniors, and staff, encompassing various housing types, tenancy arrangements, and affordability levels. Additionally, its main street will offer a diverse array of amenities, including grocery stores, restaurants, childcare facilities, medical services, community spaces, and health and wellness services. Furthermore, there will be commercial spaces designed to accommodate small-scale startups and local businesses as they grow.⁶⁶

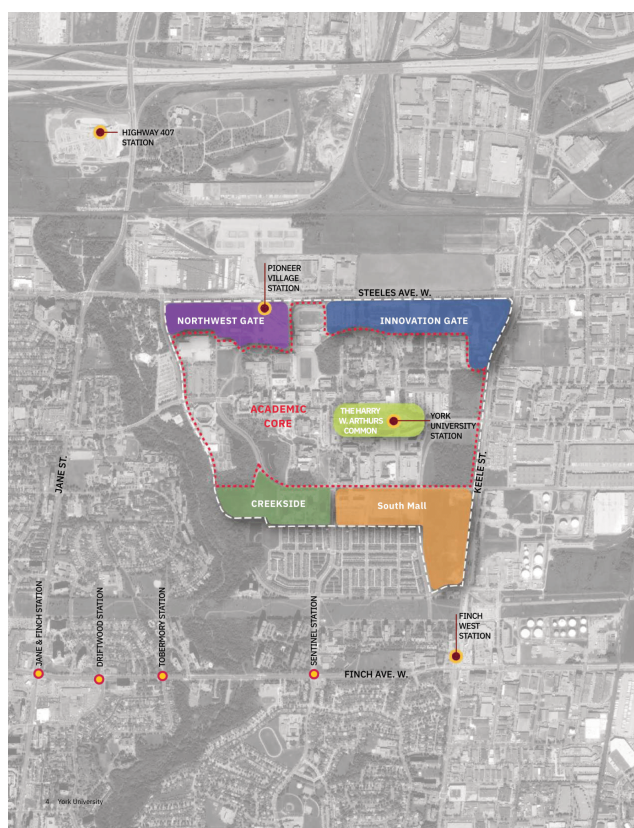


Figure 14. Location of the Four New Proposed Neighbourhoods⁶⁷

Creekside will be a lower-density, family-friendly neighbourhood focused on multi-generational housing for seniors, students, and families at a range of affordability levels centred on wellness, environmental stewardship, and cultural as well as natural heritage. This

⁶⁶ York University, 2021

⁶⁷ York University, 2021

neighbourhood will prioritize wellness, environmental stewardship, and the preservation of cultural and natural heritage. Creekside will include an Indigenous centre, conserve the Black Creek Valley area, offer numerous green and community spaces designed for wellness activities, a grocery store, and a community garden.⁶⁸

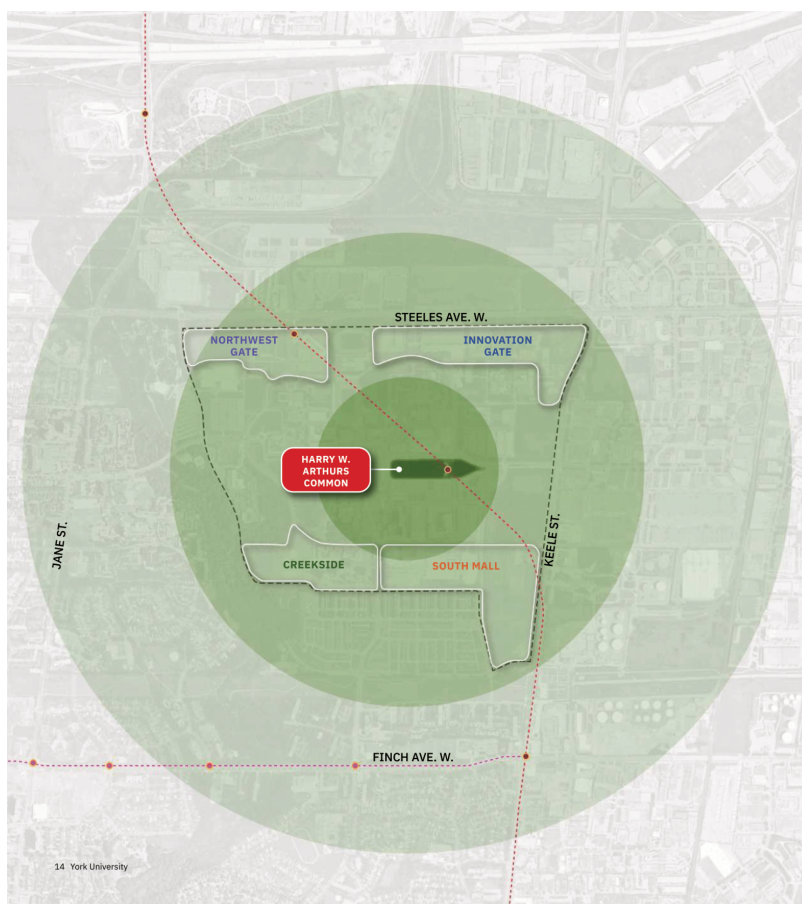


Figure 15. Catchment Area for the Redeveloped Keele Campus' Amenities⁶⁹

The Northwest Gate neighbourhood will be a high-density area that hopes to leverage proximity to Pioneer Village Subway Station and various amenities to attract broader visitors to the area year-round and act as an economic engine for the campus (see Figure 16). Amenities include a mix of athletic venues and (indoor and outdoor) recreational spaces and programming, walking and cycling trails, social hubs and common areas, residences (of varying typologies, incomes, and lifestyles) as well as office and commercial spaces. Future development will also include complimentary amenities for hospitality, retail and medical uses. Overall, the neighbourhood is designed with a special focus on attracting the creative and innovation sectors by leveraging new amenities and the university's partnerships and talent to draw in more artists, technologists, researchers, entrepreneurs, and academics.⁷⁰

⁶⁸ York University, 2021

⁶⁹ York University, 2021

⁷⁰ York University, 2021



Figure 16. Transit Context for the York University Keele Campus Strategy⁷¹

Innovation Gate aims to be a neighbourhood with medium to high density, aspiring to be a leader in local and global innovation and research. It seeks to create opportunities for idea generation, networking, knowledge sharing, and innovation. The plan includes provisions for experiential learning for students and collaboration opportunities for researchers, with a focus on innovation, research, commercialization, and entrepreneurship. It will concentrate on projects related to supporting the technology industry, such as an innovation hub or park in fields like life sciences, climate adaptation, health care, information technology, or engineering. The initiative also encompasses co-op programs and living-lab initiatives, involving university talent in addressing real-world challenges and incubating businesses, industries, and organizations. Furthermore, it aims to attract community partners from liberal arts and interdisciplinary fields and collaborate with government entities on research projects.⁷²

Upcoming Projects in Northwestern Toronto

In the coming years, the northwestern region of the city will be home to a series of large-scale redevelopment projects that will provide an influx of new industries, talent, and employment opportunities to the vicinity that the innovation hub could serve and/or partner with.

⁷¹ York University, 2021

⁷² York University, 2021

Woodbine Racetrack Development

The Woodbine Racetrack Development will transform the area around the Woodbine Racetrack into a 684-acre master-planned community. This development encompasses various elements, including an 8,000-seat soccer stadium, a 38,000-square-foot training facility, at least one hotel, 70 acres of new green and open spaces, a retail mall, entertainment venues, and a casino. Additionally, it will feature 13.5 million square feet in residential space, providing 29,000 homes for around 60,000 residents.⁷³ A new GO Train station will improve transit access, linking residents to other stations with direct shuttle services. Furthermore, the development will enhance connectivity to Pearson International Airport and establish a hub that could benefit travellers.⁷⁴ It plans to also be a major economic driver in the northwestern area of Toronto by producing approximately 83,000 construction jobs and 17,000 permanent jobs post-completion; 6.2 million square feet of light industrial, employment, and lab space; and 1.9 million square feet of retail, shops, restaurants, and offices.⁷⁵

Mount Dennis George Brown Campus

Since 2022, there have been discussions between George Brown College, CreateTO, the City of Toronto, and the Mount Dennis community to assess the feasibility of bringing a George Brown satellite campus to the area.⁷⁶ As part of the neighbourhood's overarching strategy to stimulate economic growth, there is a concerted effort to attract a new educational or institutional hub. This hub would likely focus on trades and the food industry, offering programs akin to George Brown's Culinary programs and collaborating with food justice organizations like FoodShare.⁷⁷

ID8 Downsview project

Since 2018, Canada Lands and Northcrest have been leading the proposed redevelopment of Downsview's 520-acre land, aiming to create a vibrant, equitable, and sustainable community with mixed-use, transit-oriented districts featuring diverse housing options.⁷⁸ By 2051, the ambitious plan envisions creating 10 new districts that will accommodate 83,500 residents, 46,000 residential units, 41,500 jobs, four new rail crossings, extensive parkland (100 acres), a network of main streets and open spaces, and over 12 million square feet of employment and office spaces (see *Figure 17*). Additionally, the new site prioritizes community facilities, services, and social infrastructure, including schools, places of worship, food growers, childcare centres, libraries, and a new community centre at Keele and Sheppard, while celebrating local heritage and Indigenous placekeeping. The strategy involves forging partnerships with local community members, advocacy groups, institutions, and non-profit organizations to spearhead the creation of these diverse community spaces. The development

⁷³ Woodbine Community Plan, n.d.

⁷⁴ Sharma, 2022

⁷⁵ Woodbine Community Plan, n.d.

⁷⁶ George Brown College, 2022

⁷⁷ Mock et al., 2019

⁷⁸ City of Toronto, 2021a

emphasizes human-scaled mid-rise buildings, with taller structures near transit stations, and repurposes an underused 2.1-kilometre runway into a central community hub.⁷⁹

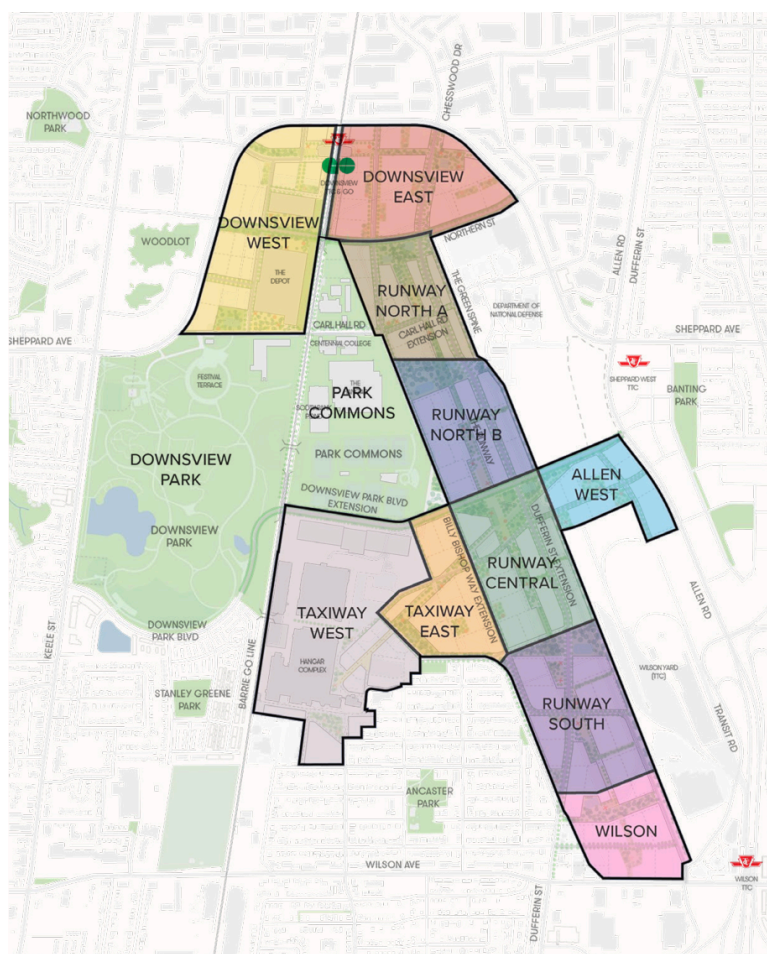


Figure 17. The 10 New Proposed Districts (City of Toronto, 2021a)

The objective is to preserve the "legacy of innovative employment" that characterizes the area as a regional employment hub, attracting a diverse workforce. This involves creating spaces for various purposes like offices, retail, institutions, and commercial ventures, while also designating approximately 25% of the area as a General Employment Area. This allocation is intended to provide opportunities for light industry, manufacturing, health sciences, and emerging sectors. There is a strong commitment to workforce development and innovation, with a vision to collaborate with Centennial College in establishing an Innovation Corridor along the principal runway along Car Hall Road. This is a multi-stage project with a significant scale and scope, requiring the formulation of a Site and Area Specific Policy (SASP 596) and an Official Plan

⁷⁹ City of Toronto, 2021a

Amendment (OPA) to the Downsview Area Secondary Plan. The plan's implementation is scheduled to commence in 2025.⁸⁰

Little Jamaica Cultural District Plan

The Little Jamaica Cultural District Plan is a comprehensive initiative undertaken by the City of Toronto to recognize, preserve, and enhance the cultural heritage and vibrancy of the Little Jamaica neighbourhood, which has historically been a hub for Caribbean and African immigrant communities.



Figure 18. Map of the Metrolinx Eglinton Crosstown LRT⁸¹

Initiated in response to City Council motions from 2020, this plan focuses on supporting Black-owned businesses, safeguarding cultural heritage, providing more affordable housing options, guiding future growth and transit development to support the district and its businesses, and addressing challenges tied to the Eglinton Crosstown LRT construction (see *Figure 18*). These include business closures, construction impacts, historical underinvestment, cultural erasure, and rising unaffordability leading to commercial and residential displacement and gentrification.⁸²

The study consists of four key components:

⁸⁰ City of Toronto, 2021a

⁸¹ Metrolinx, n.d.

⁸² Jay Pitter Placemaking, 2022; City of Toronto, 2021c

- **The Cultural District Program** is a key component of this project, aimed at strengthening the sense of place, local economy, and cultural capacity in the Little Jamaica neighbourhood. While Cultural Districts are common in the USA, this policy tool is lesser known in the Canadian context with cities like Mississauga currently leading the way. The plan seeks to leverage this unique designation to create a formal cultural district that protects and promotes cultural, heritage, and community-business assets, aligning with Toronto's commitment to recognizing and celebrating cultural diversity.
- **The Little Jamaica Cultural District Plan** (see *Figure 19*) will provide steps for fostering local culture, including built form, land use, housing, mobility, parks, public realm, public art, retail, commercial areas, and cultural and community spaces.
- **The Planning Framework Study** will explore innovative regulatory tools that can be implemented and inform new or revised Official Plan and Zoning By-law policies to implement the Cultural District Plan. The study will also include plans for public art, laneway improvements, and public realm animation.
- **The Heritage Survey** will identify and protect cultural heritage resources in Little Jamaica, including properties to be safeguarded under the Ontario Heritage Act.⁸³

To learn more read the full report [here](#).

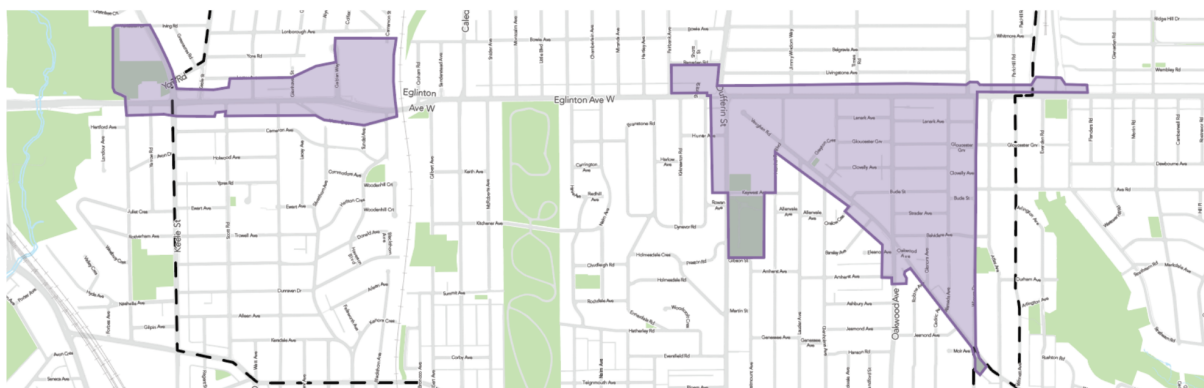


Figure 19: Proposed Little Jamaica Cultural District Boundary⁸⁴

⁸³ Jay Pitter Placemaking, 2022; City of Toronto, 2021c

⁸⁴ Jay Pitter Placemaking, 2022; Jay Pitter Placemaking, 2023

Implications for Housing Affordability

Housing is a fundamental component of a healthy and successful community. To foster meaningful progress, it is essential to consider the interconnections between various elements, such as housing and commercial spaces, housing and innovation, and housing and amenities. The significant deficit in housing needs, rising housing costs and stagnant income levels in Jane-Finch highlights the urgency of this approach. For the community to thrive, all pillars—housing, economic development, and essential services—must be addressed collectively. Only by ensuring the success of these interconnected elements can Jane-Finch and any community continue growing a resilient, adequate living environment.

4. Foundations for Innovation: Literature on Housing's Role in Entrepreneurial Success

Section Takeaways

1. **Housing Costs Directly Suppress Entrepreneurship:** A \$55,000 rise in mortgage debt can reduce entrepreneurial participation by 10–12%, underscoring how housing affordability issues push individuals towards safer employment options over business ventures.⁸⁵
2. **Innovation Hubs Can Drive Gentrification:** Emerging districts (e.g., Silicon Valley) often inflate housing prices, inadvertently displacing diverse talent and undermining the inclusive growth that innovation seeks to achieve.
3. **Proximity Boosts Productivity:** Studies on agglomeration economies show a 2–4% productivity increase with population density—yet this benefit fades when travel times exceed 20 minutes, emphasizing the need for accessible housing near work hubs.⁸⁶
4. **Integrated Housing Strategies Fuel Inclusive Ecosystems:** By pairing affordable housing with mentorship and community networks, organizations like the Element Centre can ensure transitional entrepreneurs (TEs) remain in their communities, fostering resilience, local wealth-building, and sustainable innovation.

Element Centre & BEA Relevance

Providing affordable and accessible housing at the Element Centre will significantly increase entrepreneurs' chances of success. By ensuring residential stability and placing them in close proximity to production spaces, mentorship opportunities, and collaborative networks, The Element Centre creates a compounding effect that reinforces growth and sustainability, ultimately heightening their likelihood of long-term success.

⁸⁵ Stirrett, 2021

⁸⁶ MacLennan et al., 2015

Introduction: Element Centre's Mission and Relevance

The Element Centre, an initiative under the Black Entrepreneurship Alliance (BEA), is designed as a multi-faceted hub that addresses key barriers to economic mobility for marginalized communities, particularly within Canada's Black communities. By supporting entrepreneurs facing social, institutional, cultural, and financial constraints, the Element Centre acts as a catalyst for growth, innovation, and resilience. This literature review synthesizes research relevant to the Centre's mission, highlighting how the Element Centre's initiatives in housing can support both entrepreneurship and economic stability within marginalized communities, reinforcing the importance of housing as a cornerstone of inclusive innovation.

Entrepreneurship as a Pathway for Economic Mobility in Underserved Communities

Entrepreneurship has become a powerful lever for economic mobility, especially for communities facing systematic marginalization. Transitional Entrepreneurship examines how marginalized entrepreneurs (due to race, class, or otherwise) navigate and run their businesses to overcome marginalization.⁸⁷ Research from 2017 shows that transitional entrepreneurs (TEs) generate significant economic activity and wealth, with women-owned firms in the USA generating \$1.7 trillion in revenue and employing 9 million people.⁸⁸ Research from 2018 shows that military veteran owned businesses generating nearly \$1 trillion in revenue, and minority-owned firms generating \$1.78 trillion in revenue and creating 9.4 million jobs.⁸⁹ Furthermore, TEs also possess unique strengths, such as empathic accuracy and community-based social networks, which are essential in creating businesses that address local needs (*see Figure 20*). For example, immigrant-owned businesses create innovative opportunities by leveraging social networks from their host country, home country, and diaspora.

⁸⁷ Bruton et al., 2013; Chandna & Salimath, 2024; Javadian et al., 2023

⁸⁸ Chandna & Salimath, 2024

⁸⁹ Chandna & Salimath, 2024

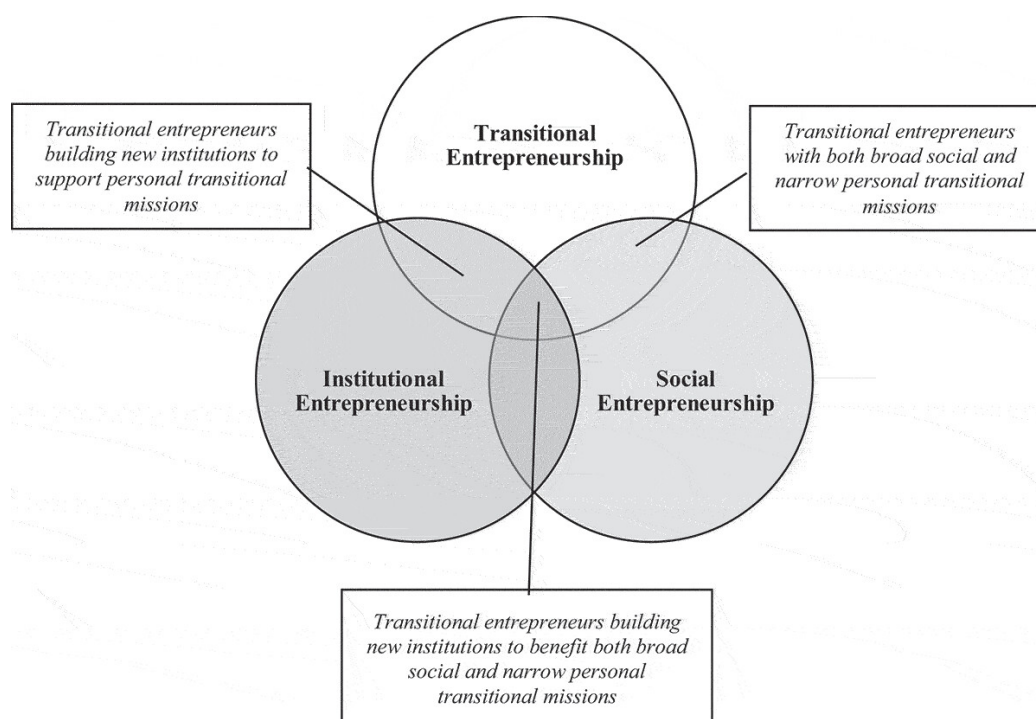


Figure 20. Mapping the relative conceptual domain of transitional entrepreneurship⁹⁰

The Element Centre's programs are particularly relevant in this context, as they provide these entrepreneurs with resources, mentorship, and access to community-based social capital. Rather than merely facilitating job placements, the Centre's approach to embedding empowerment (i.e., capacity-building) into their programming aligns with best practices in entrepreneurship education and supports TEs in building sustainable ventures that can contribute to economic stability and community well-being. Empowerment-based education has shown significant efficacy in fostering economic mobility for low-income and marginalized entrepreneurs. Drawing on Freire's empowerment framework, which uses experiential learning to cultivate self-confidence and social awareness, the Element Centre's programs enable participants to acquire the entrepreneurial skills necessary for sustainable self-employment. By equipping TEs in particular with both intangible (ex., Skills development) and tangible (ex., Affordable housing) resources, the Centre enables these individuals to address social needs critical to their wellbeing while navigating and overcoming structural barriers and contributing to social change. Housing affordability thus acts as a foundation for innovation and community wealth-building—goals that are central to the BEA's mission of fostering economic resilience within marginalized communities.

The Intersection of Housing and Innovation Districts

While innovation hubs can foster entrepreneurship, they can also often increase housing costs, leading to gentrification that displaces lower-income residents—a phenomenon exemplified

⁹⁰ Pidduck & Clark, 2021

in tech-heavy districts like Silicon Valley. This pattern presents challenges to fostering an inclusive entrepreneurial ecosystem. For the Element Centre and the BEA, balancing affordable housing with innovation-driven development is crucial to ensure equitable growth and prevent the displacement of the very communities they aim to support.

Without accessible housing, innovation spaces risk becoming "incomplete," as high costs drive out diverse talent and limit workforce accessibility. MacLennan et al's (2015) work frames housing as a crucial element of economic infrastructure, impacting everything from human capital to business investment.⁹¹ Affordable housing not only strengthens community resilience but also expands the talent pool by allowing individuals from diverse socio-economic backgrounds to participate fully in economic growth and innovation.

The high cost of housing also plays a role in the strength of the overall innovation ecosystem. Research from 2016 found that unaffordable housing impacts quality-of-life factors that in turn influence (and sometimes surpass traditional economic incentives) business location decisions and workforce stability, both of which are central to a strong innovation ecosystem and the Element Centre's community development strategy.⁹² Further studies by Anthony (2022) reveal that high housing costs in economically vibrant regions, such as Silicon Valley, have limited labour mobility and have slowed U.S. GDP growth by an estimated \$1.4 trillion, underscoring the national economic cost of unaffordable housing.⁹³ Restricted labour mobility limits employment growth and productivity, which is crucial for strong local economies.

Agglomeration Economies and Productivity Benefits

Critical to the success of an innovation ecosystem is its proximity to amenities, talent, and resources that spur ideation, collaboration, and ultimately commercialization. Studies on agglomeration economics—which underscore the productivity benefits associated with economic activity concentration—on Australian cities and U.S. metropolitan areas reveal that increasing population density correlates with 2-4% boosts in labour productivity.⁹⁴ However, this productivity benefit diminishes sharply with distance, particularly beyond a 20-minute travel time. For the Element Centre and the BEA, creating a localized ecosystem that brings entrepreneurial and workforce resources within close reach is essential to maximizing productivity. This reinforces the need for accessible, affordable housing and mixed-use developments that keep entrepreneurial activities and essential services closely interconnected. The Centre's efforts align with local government policies from regions like Victoria and Western Australia, where micro-businesses and home-based enterprises thrive due to housing policies that support small-scale entrepreneurship.⁹⁵

⁹¹ MacLennan et al., 2015

⁹² Anthony, 2022;

⁹³ Anthony, 2022; MacLennan et al., 2015

⁹⁴ MacLennan et al., 2015

⁹⁵ MacLennan et al., 2015

Housing Affordability as an Economic and Innovation Imperative

The relationship between housing affordability and entrepreneurship reveals a nuanced impact on business ventures and innovation. High housing costs in Canada have become a major barrier to entrepreneurship as rising mortgage debt leads individuals to prefer financial security over risky ventures. Research underscores that a \$55,000 increase in mortgage debt can decrease the likelihood of entrepreneurship by 10-12%, driven by heightened financial risk aversion.⁹⁶ This aversion reflects the psychological toll of debt, prompting individuals to choose stability over potentially volatile business pursuits.

The Bank of England's findings reinforce this trend, showing that a one standard deviation increase in leverage (i.e., Mortgage debt relative to equity) reduces entrepreneurship probability by roughly 10-12%, with each £10,000 increase in mortgage debt linked to a 1.2% decrease in entrepreneurial activity.⁹⁷

Furthermore, research on Boston's Black immigrant micro-entrepreneurs shows that affordable and stable housing provides a base for business growth.⁹⁸ Limited housing affordability often restricts entrepreneurs in rented homes due to lease constraints, which prevent them from formalizing or expanding their operations. This is particularly relevant for women and minority entrepreneurs, who face compounded barriers in obtaining financial capital, acquiring business certification, and navigating lease restrictions.

Affordable housing is especially critical for engaging young adults in entrepreneurship. An interview series, documented in the *"Affordable Housing in Innovation-Led Employment Strategies"* report, highlights that affordable rental housing near business hubs is critical for young entrepreneurs, enhancing productivity and access to networking opportunities.⁹⁹ Without affordable options, entrepreneurs face the challenges of balancing second jobs or shared housing, which undermine productivity and growth potential. The Element Centre can address these challenges by providing affordable, well-located housing options and/or services, thus supporting a sustainable and diverse startup ecosystem.

Ultimately, by reducing financial strain caused by housing, the Element Centre can help aspiring entrepreneurs, especially from underserved communities, to engage more fully in innovation and business development without the added psychological barrier of overwhelming debt and isolation.

Integrating Housing with Innovation for Inclusive Growth

Housing's role extends beyond providing shelter; it supports social and economic connections that are essential for productive and resilient communities. Housing attributes, including affordability, location, and stability, impact productivity, labour market engagement, and overall

⁹⁶ Stirrett, 2021

⁹⁷ Bracke et al., 2015

⁹⁸ Addo, 2017

⁹⁹ MacLennan et al, 2015

quality of life. For the Element Centre and the BEA, embedding affordable housing within the broader innovation strategy allows for a “whole-system” approach to community development. This approach ensures that growth in innovation and entrepreneurship is inclusive, accessible, and supportive of the local population’s economic needs.

Collaboration is key to achieving this. The success of the Element Centre will rely on strategic partnerships with anchor institutions, such as universities, hospitals, and cultural centers, which are proven catalysts for innovation districts. These institutions drive local collaboration and economic activity, making them pivotal for regional economic health. Research on innovation models like *Innovate Albuquerque* and the *Cleveland Model* demonstrates how anchor institutions can stimulate inclusive growth when paired with integrated housing, transportation, and social infrastructure.¹⁰⁰ By following a similar approach, the Element Centre can become a dynamic hub for both talent production and community advancement.

Conclusion

Ultimately, for the BEA, affordable housing is a strategic enabler of inclusive entrepreneurship, innovation, and community development. The Element Centre’s focus on affordable housing serves as a strategic investment in the local workforce and community. By integrating housing affordability into its mission, the Centre enables entrepreneurs and local talent to remain within their communities, fostering a resilient workforce that supports long-term community growth. This literature review emphasizes the importance of Element Centre’s housing initiatives in bridging gaps and reducing barriers for transitional and marginalized entrepreneurs, creating not only individual economic mobility but also collective economic development within underserved neighbourhoods.

¹⁰⁰Maclennan et al, 2015

5. Case Studies

Section Takeaways

1. **Integrated Models of Housing & Entrepreneurship:** Each of the nine case studies combines affordable housing with enterprise supports—spanning workforce development, arts incubators, and education centers—to foster sustainable community growth.
2. **Diverse Housing Typologies:** From micro-units (Boston Waterfront Innovation District) to mixed-use high-rises and townhouses, projects offer varied living spaces that accommodate both entrepreneurs and their families.
3. **Tailored Strategies for Marginalized Groups:** Initiatives like The Doe Fund and Makerhoods prioritize stable housing, employment opportunities, and skill-building for those facing systemic barriers, reinforcing economic mobility.
4. **Cross-Sector & Cultural Anchors:** Collaborations among public, private, and nonprofit stakeholders—along with cultural anchors like Artscape Triangle Lofts—strengthen neighbourhood identity and support economic vitality.
5. **Holistic Sustainability & Long-Term Viability:** Many models emphasize environmental stewardship, targeted workforce housing (e.g., Teachers Village), and perpetual affordability (e.g., 221A with CLTs), demonstrating how integrated solutions can create resilient, inclusive communities.

Element Centre & BEA Relevance

For the Element Centre to succeed, multiple case studies highlight the critical value of providing both housing and innovation spaces in close proximity. By learning from best practices in programming, development, and strategic planning, the Element Centre can adapt proven strategies to meet its members' needs. Whether offering mixed-use spaces, targeted support, or specialized housing services, each method should be adapted to the Element Centre's unique context, ensuring its local community benefits from an integrated support system.

We explored nine case studies with similar visions as the Element Centre, blending entrepreneurship and housing supports to address affordability, community growth, and sustainable development.

Whether workforce development, arts incubators, and education centers, each project takes an integrated approach to innovation that focuses not just on creating innovative individuals, but communities. The cases provide insights into various aspects, from affordable rental prices to

ownership opportunities, and housing typologies such as micro-units (*Boston Waterfront Innovation District*), townhouses and high-rise mixed-use developments. They also examine a diversity of adequate living space options to support entrepreneurs, their enterprises, and their families. Each example demonstrates unique strategies, from ensuring perpetual affordability for artists (*Artscape Triangle Lofts*) to attracting and retaining talent in Newark (*Teachers Village*), integrating enterprise within affordable housing (*Makerhoods*), and supporting marginalized individuals through stable housing, employment (*The Doe Fund*), and procurement opportunities (*King's Cross and Greater Circle*). Additionally, the examples like 221A in Vancouver demonstrate how partnerships with CLTs can sustain affordability in areas facing development pressures, like Northwestern Toronto.

All case studies highlight how inclusive innovation can transform neighbourhoods into living labs, showcasing successful approaches to overcoming housing challenges and fostering resilient, vibrant environments.

The case studies collectively demonstrate that impactful affordable housing initiatives require a holistic approach, integrating community development, economic empowerment, and sustainability. Key insights include:

Cross-Sector Collaboration and Cultural Anchors

Projects that bring together public, private, and nonprofit stakeholders demonstrate the power of partnership in fostering resilient, vibrant communities. Embedding creative and cultural spaces within housing developments, as seen in arts-focused and cultural district models, not only enriches neighbourhoods but strengthens local identity and supports economic growth.

Economic Empowerment and Financial Sustainability

Linking housing with entrepreneurial training, capacity-building programs, and social enterprise initiatives enhances resident self-sufficiency, providing skills that reduce long-term housing instability. Diversified revenue models—combining rent, social enterprise earnings, and grants—are essential to financial sustainability, ensuring projects can thrive and reinvest in their communities over time.

Targeted Workforce Housing and Environmental Sustainability

By focusing on specific groups, such as teachers and justice-involved individuals, housing models attract key community contributors while addressing workforce needs. Environmentally sustainable practices, reduce operational costs and future-proof developments, aligning housing solutions with climate resilience goals.

These insights reveal that affordable housing, when thoughtfully designed, can drive social cohesion, economic opportunity, and environmental stewardship, creating inclusive communities that benefit both residents and the broader urban ecosystem.

6. Engagement Findings: An Analysis of Housing and Entrepreneurship Among Marginalized Groups

This section integrates findings from a housing and entrepreneurship survey, a secondary survey, and a focus group discussion, offering a thorough understanding of how housing affordability and accessibility affect marginalized entrepreneurs. By triangulating data from these sources, key themes emerge around financial precarity, systemic barriers, and opportunities for support through tailored interventions.

Section Takeaways:

1. **Housing Affordability Directly Impacts Entrepreneurial Growth**
Many participants reported struggling to cover monthly rents exceeding \$1,000, forcing them to divert funds from business expansion and sometimes take on secondary jobs to make ends meet.
2. **Systemic Barriers Compound Financial Precarity**
Discrimination in rental markets and rigid landlord requirements disproportionately affect self-employed individuals, leaving marginalized entrepreneurs with limited or unstable housing options.
3. **High Rates of Entrepreneurial Aspiration Among Marginalized Groups**
Over three-quarters of survey respondents identified as current or aspiring business owners, highlighting how entrepreneurship is often seen as a key avenue for economic mobility.
4. **Demand for Integrated Live-Work Solutions**
Both the surveys and focus group data underscored the need for housing models that combine affordable rent, adequate workspace, and on-site support services, enabling entrepreneurs to grow their ventures without sacrificing personal well-being.
5. **Role of the BEA and Element Centre in Filling the Gap**
By providing stable housing options, capacity-building resources, and targeted policy advocacy, the BEA and Element Centre can reduce displacement risks and empower marginalized entrepreneurs to build thriving, sustainable businesses.

Element Centre & BEA Relevance

The research shows that entrepreneurs—especially those from marginalized groups—struggle to get the resources they need to succeed. One of the main challenges is finding affordable housing, easy access to workspaces, and enough financial support. These findings highlight how important it is to provide both physical resources and broader support services.

Demographics and Entrepreneurial Context

Across the two surveys, respondents predominantly identified as marginalized individuals (60%–85%), with high representation from non-white communities (92%). The demographic insights underline systemic inequities that compound challenges in housing and entrepreneurship. A notable proportion of respondents in both surveys are entrepreneurs or aspiring business owners (76% and 78%, respectively), emphasizing entrepreneurship as a vital pathway for economic mobility within marginalized groups.

The focus group echoed these demographics, highlighting how systemic barriers—such as discrimination in housing and income verification—disproportionately affect entrepreneurs from these communities. Participants emphasized that housing challenges are not isolated but are deeply intertwined with their ability to sustain and grow their businesses.

Economic Disparities and Housing Affordability

Across all data sources, income disparities emerged as a critical theme. In the first survey, 44% of respondents reported earning less than \$60,000 annually, while the second survey showed 32.9% within this income bracket. Similarly, focus group participants highlighted the strain of high housing costs, which reduce disposable income for business reinvestment.

Housing affordability is a shared concern, with the majority of survey respondents spending over \$1,000 monthly on housing. The first survey found 52% of participants perceived their housing as unaffordable, while focus group participants described the financial burden of housing as a direct obstacle to business growth. Many entrepreneurs are forced to make trade-offs between maintaining stable housing and scaling their businesses, perpetuating cycles of financial insecurity.

Barriers to Housing and Entrepreneurial Growth

1. Financial and Systemic Barriers

High housing costs and limited affordable options were consistently highlighted across the datasets. The first survey identified cost and lack of financing as major barriers (68% and 52%, respectively), while the focus group provided qualitative insights into the systemic nature of these challenges. Participants described how discrimination in rental markets and rigid landlord policies disadvantage self-employed individuals, particularly those without traditional income verification.

These barriers are compounded by the precarity of entrepreneurial income. In both surveys, a significant proportion of respondents reported reliance on additional jobs to meet living expenses. For example, in the first survey, 36% needed supplementary work, while the focus group participants reported spending substantial time navigating housing-related financial challenges, detracting from their focus on business growth.

2. Housing Instability and Vulnerability

Renting emerged as the predominant housing status, with 54% of respondents in the first survey and 96% in the second survey identifying as renters. Renters face heightened vulnerability to market fluctuations and instability, which the focus group participants linked to frequent displacement and the inability to plan long-term. Fixed-term leases and the lack of entrepreneurial accommodations in affordable housing options further exacerbate these issues.

3. Impact on Business and Personal Well-being

The financial pressures of unaffordable housing were consistently linked to reduced business reinvestment and personal well-being. Focus group participants detailed how limited capital often forces reliance on credit or debt, undermining long-term financial sustainability. These challenges lead to emotional stress and diminished entrepreneurial productivity, highlighting the interconnectedness of financial, housing, and mental health support.

Opportunities for Intervention

The findings across all sources converge on the need for innovative housing solutions that integrate affordability, stability, and entrepreneurial support. Key opportunities include:

1. Housing Assistance Programs

Subsidies and partnerships with affordable housing providers can alleviate financial strain. Both surveys and the focus group emphasized the importance of addressing high housing costs, with focus group participants recommending flexible leasing options and rent control as immediate relief measures.

2. Integrated Live-Work Housing

Participants across all sources identified live-work spaces as essential. These spaces would address dual demands for affordable housing and suitable work environments, reducing the logistical and financial challenges of renting separate spaces. Features such as coworking facilities, meeting rooms, and quiet workspaces were frequently mentioned as priorities.

3. Policy Advocacy

Advocacy for systemic change is crucial. Data from both surveys highlight the need to address discrimination in the housing market and improve access to financing for marginalized entrepreneurs. Policy efforts could focus on income verification alternatives for self-employed individuals, as well as protections against unfair landlord practices.

4. Holistic Support Services

The focus group emphasized the value of on-site services, such as financial planning, legal advisory, and mental health resources. These services address the multifaceted challenges entrepreneurs face, fostering resilience and long-term success. Additionally, building community

through workshops and networking events was seen as a vital component of supportive housing solutions.

Discussion and Implications

The data illustrate that housing is not merely a background concern but a central factor influencing entrepreneurial success among marginalized groups. The recurring themes of financial insecurity, systemic barriers, and the need for tailored support underscore the importance of comprehensive solutions. Initiatives like The Element Centre and the BEA have a unique opportunity to bridge these gaps by designing housing models that support stability, foster community, and enable business growth.

Investing in these solutions is not only a moral imperative but an economic one. Stable housing empowers entrepreneurs to dedicate more resources and energy to their ventures, ultimately driving innovation and inclusive growth. Policymakers and stakeholders must recognize the interconnected nature of housing and entrepreneurship, leveraging insights from this analysis to inform actionable strategies.

The integration of survey and focus group findings underscores the profound impact of housing on the entrepreneurial aspirations and realities of marginalized communities. Addressing these challenges requires a multi-pronged approach that combines housing affordability, systemic reform, and community-oriented solutions. By prioritizing these efforts, support organizations can create environments where entrepreneurs are not only able to survive but thrive, contributing to a more equitable and dynamic economic landscape. Further providing evidence on why the BEA should take an integrated approach with the Element Centre.

7. Housing Supports

The BEA can support the housing needs of entrepreneurs through two main avenues: Infrastructural Supports and Capacity-Building Services. Below are some key tools and strategies to consider for either the development or acquisition of housing or the provision of support services to support housing stability and broader anti-displacement goals

Key Takeaways

1. **Purpose-Built Housing vs. Scattered-Site Acquisition** – Develop affordable housing within the Element Centre or acquire existing units in partnership with nonprofits and CLTs to maintain long-term affordability and prevent displacement.
2. **Flexible Housing Finance Options** – Implement shared equity mortgages, deed restrictions, and rental subsidies to lower financial barriers for entrepreneurs and ensure sustainable affordability.
3. **Credit-Building & Co-Ownership Models** – Support credit-boosting programs (e.g.,

Esusu, Payfi) and co-ownership platforms (e.g., GoCo Solutions) to help marginalized entrepreneurs access stable housing and homeownership.

4. **Community-Led Real Estate Investment** – Utilize community bonds, fractional real estate investing, and Community Investment Trusts (CITs) to empower residents to collectively own and develop local properties.
5. **Long-Term Affordability Strategies** – Leverage Community Land Trusts (CLTs) and social purpose REITs (e.g., Housing Partnership Equity Trust) to secure permanently affordable housing and protect against gentrification.

Element Centre & BEA Relevance

In regard to providing housing support, the BEA and Element Centre can offer a variety of models and services. These range from direct housing solutions to support programs that include financing options, co-ownership services, and offsite housing systems. Understanding how these different approaches meet members' needs is essential for developing relevant, successful programs.

Infrastructural Supports

This involves providing physical access to housing either directly through the BEA or indirectly through partnerships or third parties, through one of the following options:

Purpose-Built Development

A purpose-built development involves constructing a new facility incorporating affordable housing within the Element Centre. This could be directly connected to the innovation hub or located at a nearby off-site location. By combining innovation and residential uses, the development can support local housing targets and provide valuable co-living/coworking spaces for entrepreneurs. A co-living/coworking space merges residential living with professional working environments, offering a unique blend of community living and collaborative workspaces. These facilities typically cater to remote workers, freelancers, entrepreneurs, and digital nomads.

Offsite Property Acquisition

A potential alternative to constructing a building is scattered-site development by purchasing existing properties within the neighbourhood or throughout the city, or units across several developments (*See Box 1*). Units can be located in an off-site building purchased entirely by the BEA, in partnership with existing non-profit housing providers, and/or Community Land Trusts (CLTs). The BEA and/or its partners can then offer units at subsidized rates, or create pathways to enter co-operative and CLT housing ecosystems for Element Centre members, ensuring that the units remain perpetually affordable (*See Box 2*).

Box 1. Scattered-Site Development for Long-Term Community Impact

Various community development organizations use a scattered-site approach (i.e., number of units are distributed across multiple buildings or properties in various communities) to their development portfolio to generate social and economic benefits in their neighbourhoods and across their cities. A study in British Columbia found that the Social Return on Investment (SROI) of scattered-site supportive housing that for every dollar invested approximately three to five dollars in social and economic value was created.¹⁰¹ While the approach presents its own set of challenges around logistics, management, and service provision that are largely context, with a proper strategy in place creating a scattered-site portfolio can be valuable for supporting community wealth-building and ensuring that affordability is maintained in both commercial and residential developments.¹⁰² The following examples show how different organizations are banking land to building, purchase and/or repair Social Purpose Real Estate (SPRE) support marginalized communities in particular:

Community Impact Real Estate Society (CIRES), Vancouver, British Columbia, Canada

The Community Impact Real Estate Society (CIRES) is a social enterprise property management company of commercial spaces for nonprofits, small businesses and social enterprises.¹⁰³ Comprising a total of 112,452 square feet, their portfolio of mixed-use developments (ground floor retail and social housing above) consists of 53 commercial units in 29 buildings supporting low-income residents of Vancouver's inner city.¹⁰⁴ Approximately 50% of their commercial units are leased to nonprofit and social enterprises at below market rates.¹⁰⁵ To further generate socio-economic benefits and affordability for the broader CIRES' work with tenants through their Impact Support Services (ISS) program to develop Social Benefit Covenants (SBC). These SBC are embedded into their sublease agreements to provide either local procurement, employment, and community-focused goods and services.¹⁰⁶ Examples of SBC outcomes include food programs, community events, hiring local suppliers and employing local residents. The program has generated \$2,788,955 CAD in financial impact from tenant's SBCs with 77% of their tenants purchasing their goods and services from local social enterprises and businesses.¹⁰⁷

The Guild - Georgia Social Impact Collaborative, Atlanta, Georgia, USA

The Guild is a social enterprise focused on community-led real estate development. Started in 2015, it is Atlanta's first co-living company and space for entrepreneurs, artists, and community organizers that offers accelerators for BIPOC small businesses and real estate developers, small business coaching/consulting, and curated commercial retail, office, and event space. It has since expanded its mission to create a pathway for property ownership. Through its flagship Groundcover Initiative, the organization aims to seed and develop community-owned and community-controlled real estate models that allow marginalized communities to collectively

¹⁰¹ BC Housing, 2018

¹⁰² Barnes, 2012; Local Housing Solutions, n.d

¹⁰³ Community Impact Real Estate Society, n.d.a

¹⁰⁴ Community Impact Real Estate Society, n.d.c

¹⁰⁵ Community Impact Real Estate Society, n.d.c

¹⁰⁶ Community Impact Real Estate Society, n.d.b

¹⁰⁷ Community Impact Real Estate Society, n.d.b

steward assets in their neighbourhoods, creating pathways to build power, resilience, and self-determination.¹⁰⁸

Cincinnati Center City Development Corp (3CDC), Cincinnati, Ohio, USA

Formed in 2003, the Cincinnati Center City Development Corp. (3CDC) is a 501(c)(3) tax-exempt, private, nonprofit corporation that works collaboratively with the City of Cincinnati and the State of Ohio to revitalize and connect the Central Business District and the Over-the-Rhine (OTR) neighbourhood. Their work focuses on mixed-use, mixed-income development, civic and public spaces, streetscape improvements, historic preservation (OTR, which boasts the largest collection of Italianate architecture of any neighbourhood in the USA), and supporting diverse neighbourhoods and local businesses through their development projects.¹⁰⁹ 3CDC is funded through private means—a combination of corporate contributions, management fees, and below-market developer fees—and also manages two private investment funds, the Cincinnati New Markets Fund (CNMF) and the Cincinnati Equity Fund (CEF).¹¹⁰

Since 2005, 3CDC has been land banking vacant, abandoned, and deteriorating properties across the OTR for future redevelopment, allowing them to prioritize affordability in their developments long-term.¹¹¹ OTR, once known as Cincinnati's high-poverty, high-crime neighbourhood, is now facing both commercial and residential displacement, predominantly affecting its Black residents.¹¹² Therefore, 3CDC is committed to creating mixed-income housing throughout OTR, with partners developing 660 apartments in the neighbourhood, 70% of which are affordable. Their residential portfolio consists of a mixture of congregate (i.e. all units in one building) and scattered-site developments, such as *Willkommen*.

Willkommen

¹⁰⁸ Small Business Anti-Displacement Network, n.d.b; The Guild, n.d.

¹⁰⁹ 3CDC, n.d.a; Katz et al, 2019

¹¹⁰ 3CDC, n.d.a

¹¹¹ 3CDC, n.d.a

¹¹² Katz et al, 2019; Burke & Zettler, 2022

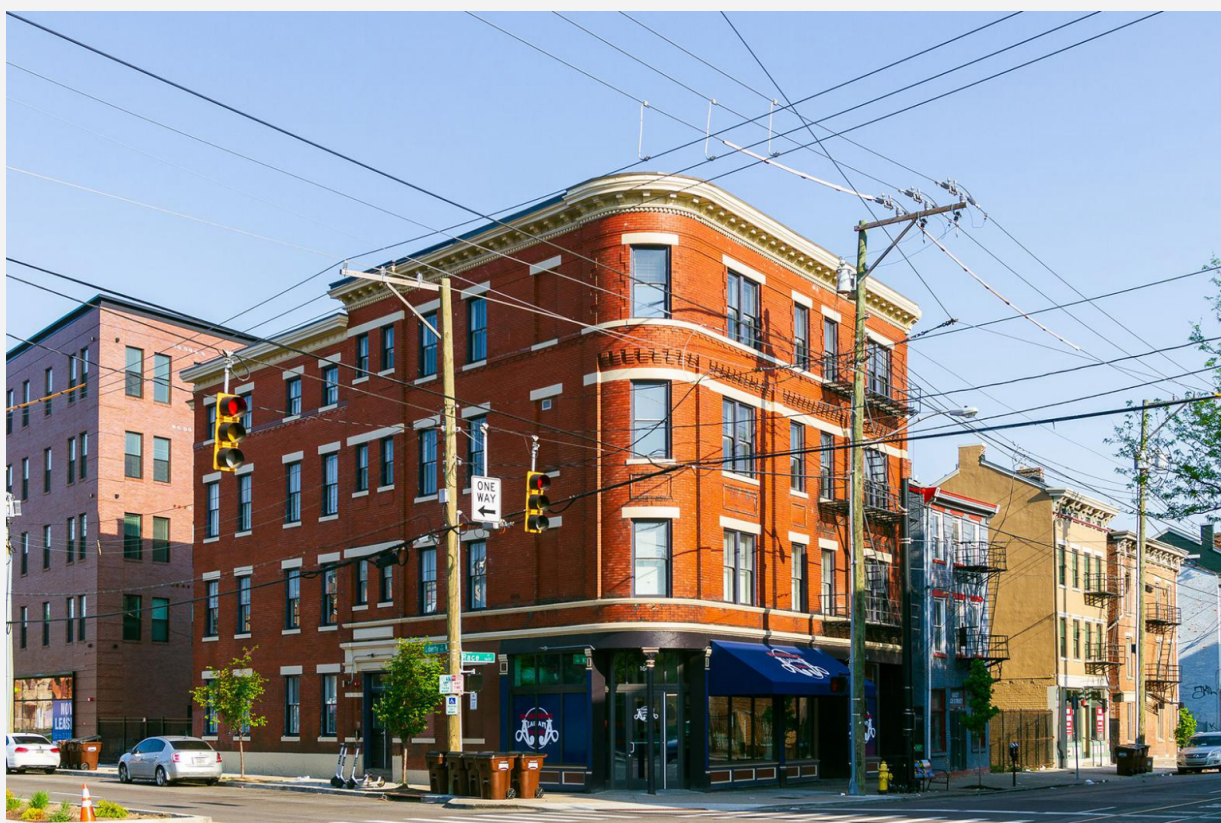


Figure 1. Willkommen¹¹³

Willkommen is a scattered-site, mixed-use, mixed-income development completed in April 2022 that spans the restoration of 16 different historic buildings and construction of four new infill buildings spread across 4 different locations in OTR. The total project provides 163 residential units— 88 (54%) affordable units for those earning 50%-80% Area Median Income (AMI) and 75% market-rate—along with 19,500 square feet of commercial space on the ground floor. The apartments range from studios to three-bedroom units and three of the four infill developments are LEED certified. The project was co-developed with Model Group and fit as part of a larger affordable housing strategy in collaboration with several project partners. The \$50.88 million USD (\$64.62 million CAD) project required 13 different funding sources, including federal and state New Markets Tax Credits, Opportunity Zone investments, conventional debt, City funding, and federal and state Historic Tax Credits.¹¹⁴

Vouchers and Subsidies

The BEA can consider offering flexible and/or subsidized leases through vouchers and grants. Additionally, the BEA can consider partnerships with other platforms like *Ourboro* and *Key* which provide financial supports helping would-be homeowners with the downpayment for their initial mortgage.

¹¹³ 3CDC, n.d.b.

¹¹⁴ 3CDC, n.d.a; 3CDC, n.d.b.

Co-Ownership/Co-Living Platforms

Co-ownership of property offers an opportunity for individuals previously locked out of the housing market to pool their money together to purchase property. In Toronto, several platforms have emerged to cater to this growing interest. For example, through their proptech platform, *Husmates* provides co-ownership matchmaking services, bespoke technical support, and develops property to be sold for co-ownership groups.

Box 2. Operational Overlays

Shared Equity Home-Ownership (SEH) Models

Shared Equity Homeownership (SEH) is a model designed to help individuals or families purchase homes at below-market prices through a partnership between the homeowner and a government or nonprofit organization. In this model, the organization provides a subsidy to reduce the cost of the home, and in return, it retains a share of the home's equity. This means that when the home is sold, the organization receives a portion of the proceeds based on the agreed-upon equity share. SEH can occur in several ways such as CLTs and LEHCs and can apply various mechanisms to ensure affordability at the onset or in perpetuity.

Core Mechanisms

1. **Shared Appreciation Mortgages:** In a shared equity arrangement, both the home buyer and a shared equity investment provider contribute to the down payment. The home buyer then repays the mortgage with a share of the home's appreciation, keeping housing affordable for future buyers. These mortgages act as a deferred loan (also referred to as a silent second mortgage) allowing the homebuyer to defer payments until the home is sold or refinanced, helping low- and moderate-income households become homeowners and build equity in the home price gains as they pay down the principal mortgage.¹¹⁵
2. **Deed-Restrictions:** Deed restrictions can maintain perpetual affordability by applying subsidies to lower home prices for targeted income levels. These restrictions mandate that homes be sold and resold to qualified buyers meeting income criteria (i.e. with incomes below a certain threshold), ensuring ongoing affordability. While assumed self-enforcing, they require active monitoring to sustain affordability.¹¹⁶ Deed-restrictions are particularly helpful in areas with significant subsidies are required to help low-to-moderate income families qualify or anticipated rapid home price increases.¹¹⁷

Options for Homes (Canada)

Through their *Ready Program*, Options for Homes-an affordable housing developer-provides shared appreciation mortgages that help lower the barrier to entry for low-income first-time homeowners. For example, with just 5% down payment versus the traditional 20%, Options for Homes provides a second mortgage that homebuyers can leverage for their principal mortgage

¹¹⁵ Local Housing Solutions, 2021b; Ministry of Municipal Affairs and Housing, 2021

¹¹⁶ National Housing Conference, n.d.

¹¹⁷ Local Housing Solutions, 2021a

from an external lender. At the end, mortgage and the appreciation earned is repaid to Options for Homes for the market rate sale of the unit.¹¹⁸

Black North Initiative (BNI) Homeownership Project (Canada)

The BNI Homeownership Bridge Program, a partnership between the BlackNorth Initiative, Habitat for Humanity GTA, and Dream Legacy Foundation, helps Black families achieve homeownership by offering an affordable two-mortgage model. The program provides a conventional first mortgage and a second "silent" mortgage to cover the gap, with repayment beginning only after the first mortgage is paid off. Participants also enter a shared equity agreement, building wealth through a fixed 2% annual appreciation on their home. To qualify, applicants must meet specific income and residency criteria and complete 500 volunteer hours, as well as participate in an educational program. The program aims to create 200 new Black homeowners in the Greater Toronto Area by 2027, with plans for national expansion.¹¹⁹

Community Land Trusts (CLTs)

A Community Land Trust (CLT) is a nonprofit organization that acquires and manages land on behalf of a community to ensure long-term housing affordability and prevent displacement. CLTs are becoming more and more prevalent, particularly in Toronto aimed at supporting Black communities, presenting valuable opportunities for innovation and collaboration such as the Little Jamaica Community Land Trust (LJCLT).

Creative Land Trust: Wallis Road Studios (London, UK)

Creative Land Trust was established to address the loss of affordable workspace in London, which threatens the city's creative sector. The instability of temporary workspaces forces artists to leave, weakening the city's cultural and economic fabric.

Their first of three scheduled projects, Wallis Road Studios, is envisioned to be a mixed-use, residential building located in Hackney Wick, offers 33,000 sq ft of affordable studio space as part of Hackney Council's Master Regeneration plan and is located in a Creative Enterprise Zone. This space will house up to 180 studios, integrating into the local community and enhancing cultural and economic opportunities.¹²⁰

Limited Equity Housing Cooperatives (LEHCs)

Limited Equity Housing Cooperatives (LEHCs) are a form of cooperative housing where members collectively own and manage the property. In an LEHC, the residents are shareholders in a corporation that owns the building, rather than individual owners of their units. This model places restrictions on the resale value of shares to keep the housing affordable (versus market rate cooperatives that allow shares to be transferred at market value).¹²¹

Other forms of resident-controlled housing include: limited equity condominiums, mutual housing associations, co-housing, and Community Land Trusts (CLTs), which can be combined such as an LEHC and CLT. CLTs might incorporate LEHCs into their affordable housing mission to overcome the financial barriers of individual mortgage financing, especially for families who are unable to qualify for loans. CLT can leverage their collective ownership model to secure a

¹¹⁸ Local Housing Solutions, 2021b; Options For Homes, n.d

¹¹⁹ BlackNorth Initiative, n.d.

¹²⁰ Creative Land Trust, n.d.

¹²¹ PolicyLink, 2001; Theodos & Edmonds, 2020

blanket mortgage for the entire project, removing the need for individual household qualification.¹²²

Lopez Community Land Trust (Lopez Island, USA)

In their first project in 1992, Lopez Community Land Trust (CLT) faced financial challenges as families could not qualify for bank financing despite reduced costs through sweat equity and subsidies. A local banker suggested establishing a cooperative, enabling the CLT to obtain blanket financing without individual qualifications.

Since then, Lopez CLT has focused on LEHCs offering affordable housing to a broader population and directing resources toward supporting co-ops, expanding their portfolio, and undertaking innovative projects like community agriculture and renewable energy. This approach also provided economies of scale compared to the traditional CLT model.

Lopez CLT has developed 41 units, including 37 LEHCs, 2 rentals, and 2 commercial spaces across five projects from 1992 to 2012. LEHC units are targeted at a maximum of 120% area median income (AMI), aiming for households at 50% AMI, with the average served at 36% AMI. The low entry threshold means few residents need financing, and those who do can access the CLTs revolving loan fund.

Initial shareholders participate in the conceptualization and construction of LEHCs, earning sweat equity, which reduces costs and fosters community investment. Recent LEHC projects, Common Ground and Tierra Verde, offer net-zero energy developments, reducing operating costs and generating revenue through energy rebates and sales.¹²³

Capacity-Building Services

The BEA can also facilitate pathways to homeownership by increasing financial literacy and capacity for securing housing in the short term, and for purchasing a home in the long term. Capacity-building efforts should focus on creating pathways to ownership and boosting intergenerational wealth through various means.

Credit-Building Programs

In March 2024, Prime Minister Trudeau announced amendments to the Canadian Mortgage Charter that allow tenants' on-time rent payments to count toward their credit score. This change aims to make it easier for renters to qualify for a mortgage or secure lower rates. This amendment also opens up opportunities, like accessing loans for starting small businesses, particularly benefiting young Canadians.¹²⁴

Credit-building platforms represent valuable opportunities to help renters with limited credit history by acting as a guarantor, simplifying the rental process, reducing the risk of discrimination, and

¹²² Ehlenz, 2013

¹²³ Ehlenz, 2013

¹²⁴ Carey & Gul, 2024

eliminating the need for large upfront security deposits. These changes provide renters with stability, peace of mind, and equal opportunities in the housing market.¹²⁵

Payfi (Canada)¹²⁶ and Esusu (USA) represent fintech platforms that help renters boost their credit scores by allowing their on-time rental payments to count towards establishing their credit history, while allowing property managers to maximize their return.

Example: Esusu (USA)

In the US, a 2015 report found that one in ten US adults does not have a credit history, rendering them 'credit invisible', blocking them from obtaining critical loans for entrepreneurship, homes, and/or cars. that can be leveraged for other opportunities such as home or car loans.¹²⁷ By partnering with major lenders, developers, and mortgage financing agencies like Fannie Mae, Esusu uses their rent reporting tools to help low-to-moderate income individuals in particular establish a financial identity and supports closing the racial wealth gap.

For example, in 2021, Stoneweg US, a real estate firm specializing in sustainable, attainable workforce housing, provided Esusu as a financial amenity to their renters. This initiative helped increase their residents' credit scores by over 150%, assisted financially distressed households in accessing rent relief, and enabled more young renters to establish their credit faster (38.5% of Stoneweg renters are between the ages of 18-30). In 2022, this program helped 1,119 people establish their credit scores.¹²⁸

In 2021, Freddie Mac, one of the largest lenders for multifamily buildings in the US, worked with Esusu to establish a rent reporting program across their over 1,400 properties. Renters' credit scores increased by an average of 46 points, and the program helped establish 27,000 credit scores. Freddie Mac also established a financial literacy program and resources to help renters navigate their newfound financial opportunities.¹²⁹

Community/Housing Bonds

Community bonds are debt instruments issued by a non-profit, charity, co-operative, or social enterprise to raise funds for a specific project. They are an innovative social finance tool because they target local members, giving them the opportunity to invest in their own community. It has been used by various community-based organizations and CLTs to construct or purchase lands as part of their capital campaigns for affordable housing and other community facilities. Most notably, the [Centre for Social Innovation \(CSI\)](#) used it to fundraise \$2 million to purchase and renovate a 36,000 square foot building in eight months.¹³⁰ See the [BEA Feasibility Study](#) for more details on CSI, and social and community bonds.

¹²⁵ Payfi, n.d.

¹²⁶ Payfi, n.d.

¹²⁷ National Credit Union Administration, 2016

¹²⁸ Esusu. n.d.b.

¹²⁹ Esusu, n.d.a.

¹³⁰ Carlson, 2014; CommunityBonds.ca, n.d.

Fractional Real Estate Investing Platforms

Platforms like Groundfloor (USA) and Addy (USA)¹³¹ are designed to level the playing field, by providing opportunities for individuals (i.e., non-accredited investors) to invest in fractionalized real estate investments. For example, Groundfloor allows individuals to invest as little as \$10 and provides historical returns of consistent 10%.¹³²

Community Investment Trusts (CIT)

Community investment trusts allow neighbourhood residents or other stakeholders to pool resources to purchase community-owned real estate.¹³³

Example: East Portland Community Investment Trust (CIT) (Portland, USA)

Starting from \$10-\$100 per month, CIT, provides opportunity for community ownership of real estate. Mercy Corps created the Community Investment Trust (CIT) to enable low-income individuals in East Portland to invest in local commercial real estate. In 2014, CIT purchased Plaza 122, a 29,000-square-foot retail mall with 26-30 tenants, for \$1.2 million. To be eligible to purchase, must be a resident within four specific zip codes around Plaza 122, who are at least 18 years old and have a Tax ID number. They must also complete a financial literacy course offered by Mercy Corps. They can invest until all 45,000 shares are sold, after which they must wait for existing shareholders to sell shares. CIT guarantees a minimum 2% annual return, with an average return of 9% to date. Share prices are adjusted annually based on third-party appraisals.¹³⁴

Neighbourhood Real Estate Investment Trusts (or Neighbourhood REITs)

Traditional Real Estate Investment Trusts (REIT) are corporations that allow individuals to invest by purchasing shares in the portfolio of properties that the REITs manage and/or own. Neighbourhood REITs apply this investment model to purchasing local properties and allowing residents to invest as nonaccredited investors.¹³⁵ While the Canadian REIT regime is still new compared to the USA, there are opportunities for the tool to be leveraged for affordable housing, healthcare, and infrastructure development.¹³⁶

Example: Housing Partnership Equity Trust (HPET) (USA)

Housing Partnership Equity Trust (HPET) is a social purpose REIT partnering with nonprofit housing operators to acquire and maintain affordable housing and workforce housing in vital U.S. neighbourhoods. They focus on medium- to large-sized multifamily properties for low-and moderate-income residents (many of whom are front line workers). HPET operates as a two-tier structure (the trust is the upper tier and the non-profit members are the lower tier), jointly investing with nonprofits to acquire and manage the purchased properties.¹³⁷

¹³¹ Addy, n.d.

¹³² Groundfloor, n.d.

¹³³ Small Business Anti-Displacement Network, n.d.a.

¹³⁴ Community Investment Trust, n.d.; Theodos & Edmonds, 2020

¹³⁵ Theodos & Edmonds, 2020

¹³⁶ Carlson, 2014

¹³⁷ Carlson, 2014; Housing Partnership Equity Trust, 2018; Impact Assets, n.d.

Example: 3H Reit (Vancouver, Canada)

3H Properties Group Inc., is looking to create 3H REIT, Canada's first private, social purpose REIT, aiming to own, manage, and expand a portfolio of entirely 100% affordable housing properties.¹³⁸

Through a flexible partnership between nonprofits and 3H, they will:

- Develop new affordable housing
- Acquire existing properties
- Conduct property conversions
- Lease long-term to their partners

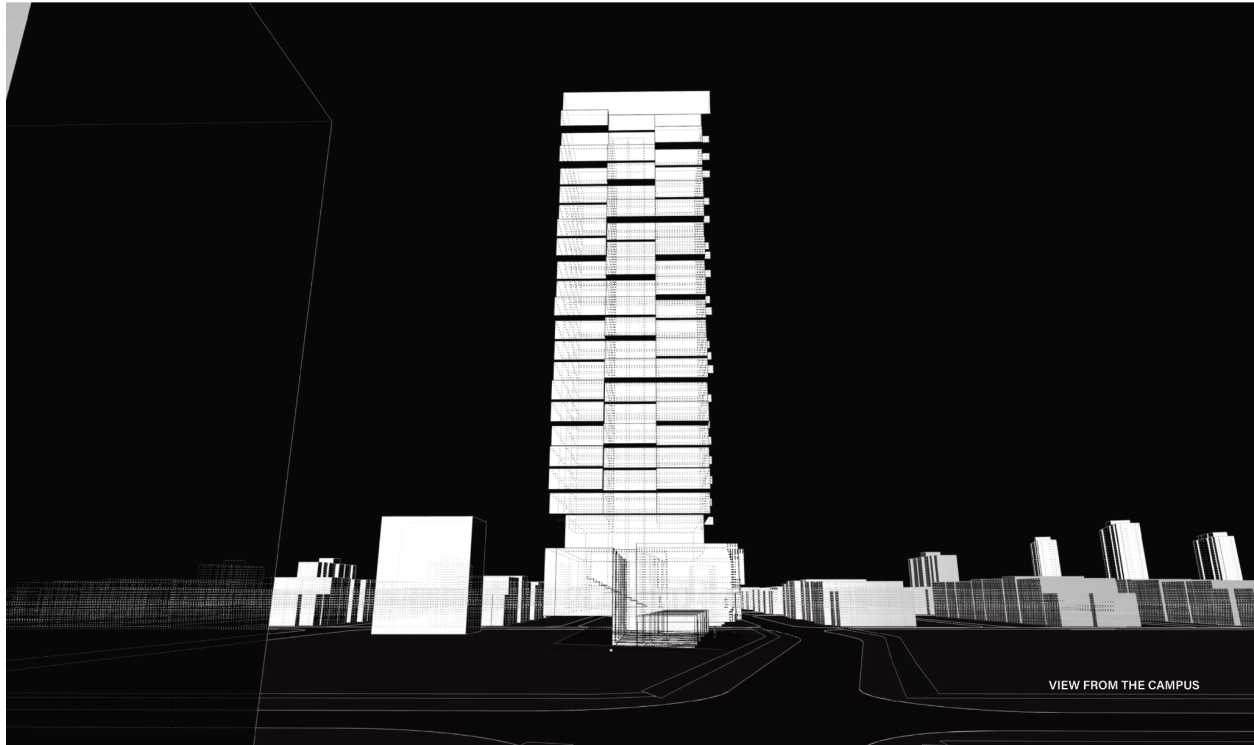
8. Funding

The funding framework for this development project spans multiple phases to ensure both initial feasibility and long-term sustainability. Pre-development funding is essential for conducting feasibility analyses to assess the project's viability before substantial capital is committed. Moving into the development phase, a development financing can cover both hard and soft costs, including construction labour, materials, and consultant fees. To support community amenities like a community centre, provincial and federal funding can be leveraged to enhance the innovation hub and surrounding resources. Following completion, operating and maintenance funding will be needed to support ongoing activities and potential expansions, drawing from project revenue, additional investments, grants, or loans. Government incentives may also reduce costs across phases by promoting sustainable practices. Lastly, social finance tools—such as social impact bonds and community investment funds—can attract socially conscious investment, aligning project goals with broader community and environmental objectives. An internal BEA report includes a detailed list of relevant grants, tools, and funding sources.

¹³⁸ 3H Properties Group Inc., n.d.

9. Financial Analysis

Massing
Perspective



A comprehensive financial analysis was conducted by AKA/FLDWRK, examining capital costs, operating expenses, potential funding streams, and projected returns for both the Element Centre's housing component and the broader Centre. While this detailed analysis remains an internal resource, it plays an essential role in guiding strategic decisions, stakeholder engagement, and long-term project sustainability. To learn more or explore ways to support the initiative, please contact the Black Entrepreneurship Alliance (BEA).

10. Recommendations

The BEA, through the Element Centre, is tackling the unique housing challenges faced by marginalized entrepreneurs, who are increasingly turning to entrepreneurship in response to precarious work conditions. These entrepreneurs, often from racialized or underrepresented communities, face compounded barriers to securing affordable housing due to irregular income, limited credit history, and systemic discrimination. The ongoing housing crisis further amplifies these obstacles, making access to stable housing an acute need for their success.

Affordable housing is critical for entrepreneurial growth, allowing marginalized entrepreneurs to focus on building sustainable ventures without the added stress of housing insecurity. By combining housing solutions with comprehensive support services, the Element Centre aims to reduce housing-related risks, foster a sense of community, and enhance the well-being and productivity of its members. The following recommendations build on the Centre's mission, offering a strategic approach to bolster stability and autonomy for marginalized entrepreneurs, while advancing equitable economic development.

Roadmap

1. Develop a Centralized Resource Hub

Establish partnerships to create an accessible online platform where marginalized entrepreneurs can find housing-related resources, such as rental assistance programs, tenant rights information, and support services, tailored to their unique needs.

2. Strengthen Strategic Partnerships

Form partnerships with housing providers, financial institutions, and community organizations to expand housing options and support for marginalized entrepreneurs, improving access to safe and affordable housing solutions.

3. Create a Comprehensive Business Plan

Develop a business plan that aligns the Centre's housing and support goals with financial projections, allowing for sustainable growth, planning for operations and maintenance, while addressing the evolving needs of marginalized entrepreneurs.

4. Establish Governance Structure

Consult legal experts to establish clear governance for the Element Centre and the BEA, defining roles, responsibilities, and compliance for long-term success.

5. Acquire Land for Site Control

Acquire and maintain control over land intended for development. This ensures that properties remain secure and well-maintained, while providing the BEA with long-term stability and autonomy over housing projects to support hub participants and local community housing needs.

6. Design and Implement a Tiered Membership Model

Introduce a membership program with tiered benefits to attract diverse members and sponsors. Highlighting success stories from within the community can further drive engagement, showcasing the impact of affordable, accessible housing on entrepreneurial success.

7. Diversify Revenue Streams

Develop a diversified financial strategy to support the Centre's operations, including income from equity stakes, event hosting, success fees, and sponsorships. Relying on multiple revenue sources will ensure financial resilience beyond rental income alone.

8. Conduct a Needs-Based Survey

Create a decision-tree survey to assess specific housing and support needs among members. The data collected will guide the BEA in tailoring services and directing members to relevant resources, enhancing the overall impact of the Centre's offerings.

9. Prioritize Environmental Sustainability

Integrate sustainable building practices in all developments to lower long-term costs, reduce environmental impact, and demonstrate a commitment to eco-friendly, cost-effective solutions.

10. Leverage Community and Institutional Partnerships

Utilize partnerships with housing and entrepreneurial organizations to extend resources, increase financial support, and foster a collaborative approach to advancing housing and economic empowerment for marginalized entrepreneurs.

11. Embed Housing into Broader Community Wealth-Building and Anti-Displacement Strategies

Building off of Recommendation #8 of the *BEA Feasibility Study (2024)*, ensures that providing appropriate and affordable housing and/or housing supports plays a key role in any community wealth-building and anti-displacement strategies. Engaging with the local community will be essential to ensure alignment with local housing goals and initiatives as outlined in the *Jane Finch Initiative* and *Jane Finch Community Development Plan*.

11. Conclusion

The Black Entrepreneurship Alliance's Element Centre stands at the intersection of housing stability and entrepreneurial empowerment, addressing a critical gap for marginalized entrepreneurs who face compounded barriers to success. By blending affordable housing solutions with targeted support services, the Centre is not only providing a stable foundation for entrepreneurs but is also catalyzing economic growth and community resilience. As demonstrated by this report's recommendations, an integrated approach—spanning strategic partnerships, diversified funding, environmental sustainability, and community-centered programming—is essential for creating lasting impact.

In supporting marginalized entrepreneurs, the Element Centre helps alleviate the housing instability that can often derail promising ventures, particularly for those who already face systemic obstacles. Providing access to affordable, secure housing is about more than just shelter; it's about enabling individuals to focus on growth, innovation, and creative potential within a supportive community. With a strong commitment to collaboration and inclusivity, the Centre's efforts will contribute to a more equitable economic landscape, breaking cycles of inequality and fostering opportunity for future generations.

The Centre's vision and commitment pave the way for a sustainable model that can inspire similar initiatives across Canada. By investing in the well-being and success of marginalized entrepreneurs, the BEA and the Element Centre are not just addressing a pressing social issue—they are pioneering a pathway toward a more inclusive and thriving society.

12. References

- 221a. (n.d.a.). *How 221A infrastructure works*. <https://221a.ca/housing-studios-and-work-spaces/how-221-a-infrastructure-works>
- 221a. (n.d.b.). *Studios Workspaces and Housing* 187 E 3rd. <https://221a.ca/building/building-187>
- 3CDC. (n.d.a). About 3CDC. <https://www.3cdc.org/about-3cdc/>
- 3CDC. (n.d.b). Willkommen. <https://www.3cdc.org/project/willkommen/>
- 3H Properties Group Inc. (n.d.). 3H Reit. <https://www.3hproperties.com/reit>
- Addo, P.A. (2017). 'Is It Entrepreneurship, or Is It Survival?': Gender, Community, and Innovation in Boston's Black Immigrant Micro-Enterprise Spaces. *Societies*, 7(3), 20. <https://doi.org/10.3390/soc7030020>.
- Addy. (n.d.). Addy. <https://addyinvest.ca/>
- Allford Hall Monaghan Morris. (n.d.). Belgrove House. <https://www.ahmm.co.uk/projects/office/belgrove-house/>
- Anthony, J. (2022). Housing Affordability and Economic Growth. *Housing Policy Debate*, 33(5), 1187–1205. <https://doi-org.myaccess.library.utoronto.ca/10.1080/10511482.2022.2065328>.
- Artscape. (n.d.). Artscape Triangle Lofts. <https://www.artscape.ca/portfolio-item/artscape-triangle-lofts/>
- Artscape. (2018). Artscape Triangle Lofts: Case Study. https://www.artscape.ca/wp-content/uploads/2018/03/2018-03-02_ArtscapeTriangleLofts_CaseStudy.pdf
- Barnes, S. (2012, July). *Review of trends, policies, practices and implications of scattered site housing*. Wellesley Institute. <https://www.wellesleyinstitute.com/wp-content/uploads/2012/07/Scattered-Site-Housing-Final.pdf>
- BC Housing. (2018). The social and economic value of scattered-site supportive housing in B.C.: A social return on investment (SROI) analysis. <https://www.bchousing.org/publications/SROI-Analysis-Scattered-Site-Supportive-Housing.pdf>

Belgrove Acorn. (n.d.a). Home page. <https://belgroveacorn.co.uk/>

Belgrove Acorn. (n.d.b). Proposal: Acorn House. <https://belgroveacorn.co.uk/proposal-acorn-house/>

Black Creek Fair Economies. (2022). *Affordable Housing & Community Benefits in Jane-Finch*. Jane/Finch Centre Redevelopment Learning Exchange. https://www.acto.ca/production/wp-content/uploads/2022/12/FINAL-BCFE_Presentation-Learning-Exchange-04.21.22-2.pdf

BlackNorth Initiative. (n.d.). BNI Homeownership Bridge Program. <https://blacknorth.ca/programs/bni-homeownership-bridge-program/>

Brink, N. (2016, February 26). Multi-disciplinary partnership transforms public housing to arts incubator. Design Boom. <https://www.designboom.com/architecture/dorchester-art-housing-collaborative-public-housing-chicago-illinois-02-26-2016/>

Bruton, G. D., Ketchen, D. J., Jr., & Ireland, R. D. (2013). Entrepreneurship as a solution to poverty. *Journal of Business Venturing*, 28(6), 683–689. <https://doi.org/10.1016/j.jbusvent.2013.05.002>

Building America CDE. (n.d.). Halsey Street Teachers Village (A) - Newark, NJ. <https://www.buildingamericacde.com/halsey-street-teachers-village-project-a>

Building America CDE. (2014). Halsey Street Workforce Housing. https://static1.squarespace.com/static/5907952320099e374accc845/t/591ca754e4fcb5aa9bd42018/1495050068192/halsey_street.pdf

Burke, C., & Zettler, Z. (2022, February 11). Retooling innovation districts for mid-sized cities. Urban Land Institute. <https://urbanland.uli.org/economy-markets-trends/retooling-innovation-districts-for-mid-sized-cities>

Calgary Arts Development. (2017). Building On Our Momentum: Arts and Culture Infrastructure. <https://calgaryartsdevelopment.com/wp-content/uploads/2017/06/BuildingOnOurMomentum-Web.pdf>

Campaign 2000. (2021). No one left behind: Strategies for an inclusive recovery. <https://campaign2000.ca/wp-content/uploads/2021/11/C2000-2021-National-Report-Card-No-One-Left-Behind-Strategies-for-an-Inclusive-Recovery-AMENDED.pdf>

Canada Without Poverty. (n.d.). Just the facts. <https://cwp-csp.ca/poverty/just-the-facts/>

Canadian Poverty Institute. (2024). The risk and depth of poverty in Canada: A statistical profile.

<https://static1.squarespace.com/static/595d068b5016e12979fb11af/t/65ef205e6bec1f24404dbc6b/1710170207411/Depth+of+Poverty+In+Canada.pdf>

Canadian Real Estate Association. (n.d.). Employment trends.

<https://creastats.crea.ca/board/treb-employment-trends>

Canadian Women's Foundation. (2024, April 5). The facts about the gender pay gap.

<https://canadianwomen.org/the-facts/the-gender-pay-gap/>

Carey, C., & Gul, M. (2024, March 27). Feds propose Canadian Renters' Bill of Rights, credit for on-time rental payments. CityNews.

<https://vancouver.citynews.ca/2024/03/27/pm-justin-trudeau-vancouver-housing/>

Carlson, M. (2014). Alternative Sources of Capital for the Social/Affordable Housing Sector in Canada. BC Housing.

<https://www.bchousing.org/sites/default/files/rcg-documents/2022-04/Alternative-Sources-Capital-Social-Affordable-Housing-Canada.pdf>

Chalmers. (n.d.). HSB Living Lab. <https://www.chalmers.se/en/infrastructure/hll/>

Chandna, V., & Salimath, M. S. (2024). Entrepreneurial ecosystems: A systematic literature review and research agenda. *New England Journal of Entrepreneurship*.

<https://www.emerald.com/insight/content/doi/10.1108/neje-12-2023-103/full/html>

City of Calgary. (n.d.). Building On Our Momentum. Calgary Art Development.

<https://calgaryartsdevelopment.com/wp-content/uploads/2017/06/BuildingOnOurMomentum-Web.pdf>

City of Newark. (2020, September 17). Mayor Baraka and Makerhoods Break Ground For the Reinvention of Historic Krueger-Scott Mansion and Adjacent New Construction to Launch Transformative, Affordable Work/Live Community Model.

<https://www.newarknj.gov/news/mayor-baraka-and-makerhoods-break-ground-for-the-reinvention-of-historic-krueger-scott-mansion-and-adjacent-new-construction-to-launch-transformative-affordable-work-live-community-model>

City of Toronto. (2021a). Neighbourhood Profile: Black Creek (24).

[https://www.toronto.ca/city-government/data-research-maps/neighbourhoods-communities/neighbourhood-profiles/find-your-neighbourhood/neighbourhood-profile-detail/?id=NeighbourhoodProfiles-CityofToronto/Snapshot110&title=Neighbourhood%20Profile%20Data#type=filtered&filter=Select+a+Neighbourhood&value=Black%20Creek%20\(24\)](https://www.toronto.ca/city-government/data-research-maps/neighbourhoods-communities/neighbourhood-profiles/find-your-neighbourhood/neighbourhood-profile-detail/?id=NeighbourhoodProfiles-CityofToronto/Snapshot110&title=Neighbourhood%20Profile%20Data#type=filtered&filter=Select+a+Neighbourhood&value=Black%20Creek%20(24))

City of Toronto. (2021b). Neighbourhood Profile: Glenfield-Jane Heights (25). <https://www.toronto.ca/city-government/data-research-maps/neighbourhoods-communities/neighbourhood-profiles/find-your-neighbourhood/neighbourhood-profile-detail/>

City of Toronto. (2021c, February 17). *Little Jamaica & the Eglinton West Neighbourhoods*. City of Toronto. <https://www.toronto.ca/city-government/planning-development/planning-studies-initiatives/eglinton-west-corridor-little-jamaica-study/>
City of Toronto. (2022a). Jane Finch Initiative Ideas Booklet: Housing. <https://www.toronto.ca/wp-content/uploads/2022/08/96e6-CityPlanning-Jane-Finch-Initiative-Housing.pdf>

City of Toronto. (2022b). Jane Finch Initiative Housing Policy Directions Memo. <https://www.toronto.ca/wp-content/uploads/2022/08/8d80-CityPlanning-Jane-Finch-Initiative-Housing-Policy-Directions-Memo-May-2022.pdf>

City of Toronto. (2022c). *Jane Finch Initiative—Phase 1 Community Services and Facilities Study*. City of Toronto. <https://www.toronto.ca/wp-content/uploads/2022/08/9552-CityPlanning-Jane-Finch-Initiative-Phase-1-Community-Services-and-Facilities-Study-April-2022.pdf>

City of Toronto. (2022d). *Jane Finch Initiative—Public Realm & Built Form Directions*. City of Toronto. <https://www.toronto.ca/wp-content/uploads/2022/08/94e2-CityPlanning-Jane-Finch-Initiative-Public-Realm-Built-Form-Directions-June-2022.pdf>

City of Toronto (2022e, May 24). *Update on the Jane Finch Community Hub and Centre for the Arts and Additional Terms for the City's Acquisition of a Portion of 2050 Finch Avenue from Metrolinx*. City of Toronto. <https://www.toronto.ca/wp-content/uploads/2022/08/94e2-CityPlanning-Jane-Finch-Initiative-Public-Realm-Built-Form-Directions-June-2022.pdf>

City of Toronto. (2024). Appendix A: Jane Finch Community Development Plan. <https://www.toronto.ca/legdocs/mmis/2024/ec/bgrd/backgroundfile-242911.pdf>

City of Toronto. (n.d.). Jane Finch Initiative Overview. <https://www.toronto.ca/city-government/planning-development/planning-studies-initiatives/jane-finch-initiative/overview-jane-finch-initiative/>

Cohen, B. (2025). City buys Artscape lofts with affordable homes for artists. Toronto Star. https://www.thestar.com/city-buys-former-artscape-building-with-affordable-homes-for-artists/article_f0ba93e0-e4be-11ef-994b-5fafa1d1025b.html

Community Action Planning Group. (2019, June). *Community Hub & Centre for the Arts: Feasibility Study*. Community Action Planning Group. <https://www.toronto.ca/legdocs/mmis/2021/gl/bgrd/backgroundfile-165806.pdf>

Community Impact Real Estate Society. (n.d.a). Home page.

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

Community Impact Real Estate Society. (n.d.b). Impact Support Services.

<https://www.communityimpactrealestate.ca/impact-support-services>

Community Impact Real Estate Society. (n.d.c). Map.

<https://www.communityimpactrealestate.ca/map>

Community Investment Trust. (n.d.) East Portland CIT at SE 122nd and Market Street.

<https://investcit.com/Community/Detail/1>

Community Land Trust. (n.d.). Community Land Trust (CLT)—Home. Community Land Trust. <https://cltrust.ca/>

Communitybonds.ca (n.d.). What is a Community Bond?

<https://communitybonds.ca/#:~:text=The%20Community%20Bond%20is%20an,and%20create%20more%20vibrant%20communities.>

Congress for the New Urbanism. (n.d.). Uptown District. <https://www.cnu.org/what-we-do/build-great-places/uptown-district>

Cooperative Housing International.(n.d.). HSB Sweden - Living Lab.

<https://www.housinginternational.coop/resources/hsb-sweden-living-lab/>

Creative Community Land Trust. (n.d.). Wallis Road Studios.

<https://creativelandtrust.org/properties/wallis-road-studios/?portfolioCats=16>

Davis, E. N. (2021, November 10). *A Transformation is on the Horizon for Toronto's Jane and Finch Neighbourhood*. Storeys. <https://storeys.com/jane-finch-transformation-revitalization-yorkwoods-condos-ctn-developments/>

Dowling, R., Maaisen, S., Emmanuel, L., & Wolifson, P. (2020). Affordable housing in innovation-led employment strategies. Australian Housing and Urban Research Institute.

<https://www.ahuri.edu.au/sites/default/files/migration/documents/AHURI-Final-Report-333-Affordable-housing-in-innovation-led-employment-strategies.pdf>

Ehlenz, M. (2013). Limited Equity Co-ops by Community Land Trusts: Case Studies and a Feasibility Assessment for the Hybrid Model. Grounded Solutions Network.

<https://groundedsolutions.org/wp-content/uploads/2018-11/Limited%20Equity%20Co-ops%20by%20Community%20Land%20Trusts.pdf>

Esusu. (n.d.a.). *How Freddie Mac helped renters establish over 27,000 credit scores with the help of Esusu*. <https://esusurent.com/case-studies/freddie-mac/>

Esusu. (n.d.b.). *Stoneweg US increases resident credit scores established by over 150% in 2022*. <https://esusurent.com/case-studies/stoneweg-us/>

Four Corners Public Arts. (n.d.). Four Corners Public Arts. <http://www.fourcornerspublicarts.org/>

George Brown College. (2022, October 6). *An Update on George Brown College's Exploration of a Potential Mount Dennis Campus*. George Brown College. <https://www.georgebrown.ca/news/2022/an-update-on-george-brown-colleges-exploration-of-a-potential-mount-dennis-campus>

Glanville, J. (2013). *Cleveland's Greater University Circle Initiative: Building a 21st Century City Through the Power of Anchor Institution Collaboration*. Cleveland Foundation.

Greater Circle Living. (n.d.). Home page. <https://greatercircleliving.org/>

Groundfloor. (n.d.). Groundfloor. <https://groundfloor.com/>

Hacin + Associates. (2014). Seaport Square master plan book. https://www.hacin.com/wp-content/uploads/2014/07/Seaport-Square-Master-Plan-Book_REDUCED3.pdf

Hanini. (2022). Historic Mansion Becomes a Makerhood. <https://hanini.com/blogs/latest-news/historic-mansion-becomes-a-makerhood>

Housing Partnership Equity Trust. (2018, April). Rental Solutions: Naturally Occurring Affordable Housing. <https://nhc.org/wp-content/uploads/2018/03/Housing-Partnership-Equity-Trust-slides.pdf>

HSB Living Lab. (n.d.a.). FAQ - Att bo i HSB Living Lab. <https://www.hsb.se/hsblivinglab/stayhere/faq/>

HSB Living Lab. (n.d.b.). Följ oss på resan mot framtidens boende. <https://www.hsb.se/hsblivinglab/Om/>

HUD User. (2016, April 4). A Community of Teachers Helps Revitalize Newark, New Jersey. Office of Policy Development and Research. <https://www.huduser.gov/portal/pdredge/pdr-edge-inpractice-040416.html>

Hulchanski, J. D., & Maaranen, R. (2018). Neighbourhood socio-economic polarization & segregation in Toronto trends and processes since 1970. Neighbourhood Change Research Partnership. <http://neighbourhoodchange.ca/documents/2018/09/hulchanski-2018-toronto-segregation-presentation.pdf>

Impact Assets. (n.d.). Housing Partnership Equity Trust REIT I, LLC.

<https://impactassets.org/ia50/fund.php?id=a012R000019mohUQAQ>

Jane Finch Action Against Poverty. (2019). *Permanently Temporary: Labour, Precarity, and Resistance in Jane Finch*. Jane Finch Action Against Poverty.

<https://saveschools.wordpress.com/2019/10/24/temporary-worker-report-published/>

Javadian, G., Nair, A., Ahlstrom, D., Moghaddam, K., Chen, L.-W. and Lee, Y. (2023), Transitional entrepreneurship: unleashing entrepreneurial potential across numerous challenging contexts, *New England Journal of Entrepreneurship*, (26)2, 78-87.

<https://doi.org/10.1108/NEJE-12-2023-103>

Jay Pitter Placemaking. (2022). *Preliminary Report; Research, Mapping & Engagement: Little Jamaica Cultural District Planning Process*. Jay Pitter Placemaking.

<https://www.toronto.ca/wp-content/uploads/2023/03/96e8-city-planning-little-jamaica-cultural-district-plan-preliminary-report.pdf>

Jay Pitter Placemaking. (2023). *Little Jamaica Cultural Plan*. Jay Pitter Placemaking.

<https://www.toronto.ca/wp-content/uploads/2024/01/9487-city-planning-little-jamaica-cultural-district-plan-final-report.pdf>

JFM+. (n.d.). JFM+. JFM+. <https://jfmplus.ca/>

Katz, B., Black, K., & Noring, L. (2019). Cincinnati's Over-the-Rhine: A private-led model for revitalizing urban neighborhoods. *Drexel University*.

https://drexel.edu/~mediaFiles/nowak-lab/NowakLab_3CDC_CityCase_web.ashx?la=en

Knowledge Quarter. (2023). KQ2050: KQ 2050: A Knowledge Quarter Unlocked – A Strategy for an Inclusive Innovation District.

https://content.govdelivery.com/attachments/UKLBC/2023/06/02/file_attachments/2515446/KQ2050%20Strategy%202023%20FINAL.pdf

Kothari, T., Manly, J., Bankert, L., Hill, B., Acosta, D., Zalma, S., Ruxin, B., & Newman-Martin, C. (2023). *A People-First Approach to Cultivating Innovation Hubs*. Boston Consulting Group.

<https://web-assets.bcg.com/dc/4b/868a93ac4a429b73ff20ea1eb02b/a-people-first-approach-to-cultivating-innovation-hubs.pdf>

Kouraki, E., & Westling, B. (2017). *HSB Living Lab: A new habitat of innovation within Urban Development*. 34th IASP Annual World Conference.

<https://www.iasp.ws/ref.aspx?id=12671&action=show>

KPF. (n.d.). Seaport Square. <https://www.kpf.com/project/seaport-square>

LBBA. (2016). *Multi-disciplinary partnership transforms public housing to arts incubator*. Designboom: Architecture & Design Magazine.

<https://www.designboom.com/architecture/dorchester-art-housing-collaborative-public-housing-chicago-illinois-02-26-2016/>

Lee, I.P. (2020, February 11). *Buy local, hire local, live local: The Greater University Circle model for equitable development*. Candid Blog. <https://blog.candid.org/post/buy-local-hire-local-live-local-the-greater-university-circle-model-for-equitable-development/>

Lewis, N. (2022). *The uneven racialized impacts of financialization: A report for the Office of the Federal Housing Advocate*. The Office of the Federal Housing Advocate. <https://www.homelesshub.ca/sites/default/files/attachments/Lewis-Financialization-Racialized-Impacts-ofha-en.pdf>

Local Housing Solutions. (n.d.). The pros and cons of large-scale, small-scale, and scattered-site development. <https://localhousingsolutions.org/refine/the-pros-and-cons-of-large-scale-small-scale-and-scattered-site-development/>

Local Housing Solutions. (2021a, May 11). Deed-restricted homeownership. <https://localhousingsolutions.org/housing-policy-library/deed-restricted-homeownership/>

Local Housing Solutions. (2021b, May 17). Shared appreciation mortgages. <https://localhousingsolutions.org/housing-policy-library/shared-appreciation-mortgages/>

MacLennan, D., Ong, R., & Wood, G. (2015). Making connections: housing, productivity and economic development, AHURI Final Report No. 251, Australian Housing and Urban Research Institute Limited, Melbourne, <https://www.ahuri.edu.au/research/final-reports/251>.

Makerhoods. (n.d.a). About Makerhoods. <https://www.makerhoods.com/about-makerhoods>

Makerhoods. (n.d.b). Newark Makerhoods. <https://www.makerhoods.com/newark-makerhoods>

Mapped Chicago. (n.d.). Dorchester Art + Housing Collaborative. <https://mappedchicago.org/projects/dorchester-art-housing-collaborative>

McCormick, K., Hardy, J., & Utter, M. (2023). Creative-Placemaking- Urban Land Institute. <https://urbanlab.nyu.edu/wp-content/uploads/2023/08/Creative-Placemaking-V2.pdf>

Ministry of Municipal Affairs and Housing. (2021). Shared equity homeownership. Government of Ontario. <https://www.ontario.ca/page/shared-equity-homeownership>

Metrolinx. (n.d.). *Eglinton Crosstown LRT*. Metrolinx.

<https://www.metrolinx.com/en/projects-and-programs/eglinton-crosstown-lrt>

Mock, A., Shahani, C., Vezzoli, D., Labuschagne, H., German, M., Rosales, S., & Franco, T. D. (2019). *Ascending Mount Dennis: Actions for the Evolution of a Connected Community*. <https://ulidigitalmarketing.blob.core.windows.net/ulidcnc/2019/05/Group-1-Report-May-22-FINAL.pdf>

Mosaic Transit Group. (n.d.). *Maintenance and Storage Facility*. Mosaic Transit Group. <http://mosaictransit.com/maintenance.html>

N Barry Lyon Consultants Limited. (2017). *Finch West LRT Real Estate Market Conditions Study*. Metrolinx. <https://www.toronto.ca/wp-content/uploads/2017/08/9680-finch-west-lrt-real-estate-market-conditions-study-Division-Planning-and-Development.pdf>

National Credit Union Administration. (2016, April). *Serving the Credit-Invisible*. Office of Small Credit Union Initiatives. <https://ncua.gov/files/publications/serving-credit-invisibles.pdf>

National Endowment for the Arts. (n.d.). Boston, MA: Innovation District. <https://www.arts.gov/impact/creative-placemaking/exploring-our-town/boston-ma-innovation-district>

National Housing Conference. (n.d.). Shared equity models of ownership. <https://nhc.org/policy-guide/shared-equity-homeownership-the-basics/shared-equity-models-of-ownership/>

New London Architecture. (n.d.). Belgrove House. <https://nla.london/projects/belgrove-house>

Nowak Metro Finance Lab. (n.d.). 3CDC: A new model for urban revitalization. Drexel University. https://drexel.edu/~mediaFiles/nowak-lab/NowakLab_3CDC_CityCase_web.ashx?la=en

Options For Homes. (n.d.a.). Options Ready Program. <https://optionsforhomes.ca/ready-program/>

Options for Homes. (n.d.b.). Ready program. <https://optionsforhomes.ca/ready-program/>

Payfi. (n.d.). Rent Guarantee. <https://payfi.ca/rent-guarantee>

PD&R. (n.d.). *Chicago, Illinois: Art, Housing, and Revitalization in the Greater Grand Crossing Neighborhood*. Officer of Policy Development and Research (PD&R). <https://www.huduser.gov/portal/casestudies/study-09212016.html>

Petroff. (n.d.). *York Gate Mall Revitalization*. Petroff. <https://www.petroff.com/projects/yg-rd>

Pidduck, R. J., & Clark, D. R. (2021). Transitional entrepreneurship: Elevating research into marginalized entrepreneurs. *Journal of Small Business Management*, 59(6), 1081–1096. <https://doi-org.myaccess.library.utoronto.ca/10.1080/00472778.2021.1928149>

PolicyLink. (2001). Equitable Development Toolkit: Limited equity housing cooperatives. <https://www.policylink.org/sites/default/files/limited-equity-housing-cooperatives.pdf>

RBH Group. (n.d.). Teachers Village Newark. <https://www.rbhgrp.com/teachersvillagenewark>

Roam. (n.d.). Roam. <https://www.roam.co/>

Rodriguez, H., Congdon, D., & Ampelas, V. (2015). The development of Boston's Innovation District: A case study of cross-sector collaboration and public entrepreneurship. The Intersector Project. <https://intersector.com/wp-content/uploads/2015/10/The-Development-of-Bostons-Innovation-District.pdf>

Royal Veterinary College. (2019, March 08). London's 'Knowledge Quarter' is one of the world's best locations for science and innovation. <https://www.rvc.ac.uk/research/news/general/london-s-knowledge-quarter-is-one-of-the-world-s-best-locations-for-science-and-innovation>

Salimath, M. S., & Chandna, V. (2023). Entrepreneurial ecosystems: A systematic literature review and research agenda. *New England Journal of Entrepreneurship*, 26(2), Article 1. <https://digitalcommons.sacredheart.edu/neje/vol26/iss2/1/>

S&H Realty Corporation. (n.d.). *Jane Finch Mall*. S&H Realty Corporation. <https://shrealtycorp.com/jane-finch-mall-property-listing-toronto-north-york/>

Sasaki. (n.d.). Seaport Square master plan. <https://www.sasaki.com/projects/seaport-square-master-plan/>

Sayej, N. (2018, April 27). How Station F Transformed Paris Into the Start-Up Capital of France. *Architectural Digest*. <https://www.architecturaldigest.com/story/how-station-f-transformed-paris-into-start-up-capital-france>

Schimmele, C., Hou, F., & Stick, M. (2023). Poverty among racialized groups across generations. *Economic and Social Reports*, 3(8). <https://doi.org/10.25318/36280001202300800002-eng>

Schnoke, M., Piazza, M. C., Smith, H., & Robinson, L. (2018). Greater University Circle Initiative: Year 7 Evaluation Report. Levin College of Urban Affairs, Cleveland State University. https://engagedscholarship.csuohio.edu/urban_facpub/1548/

Schwan, K. (2016). Too little, too late: Reimagining our response to youth homelessness in Canada. Homeless Hub. <http://homelesshub.ca/blog/too-little-too-late-reimagining-our-response-youth-homelessness-canada>

Serlin, C. (2015, July 13). Art, Housing Come Together to Create Vibrant Community in Chicago. Affordable Housing Finance Developments. https://www.housingfinance.com/developments/art-housing-come-together-to-create-vibrant-community-in-chicago_o

Sharma, N.. (2022, April 18). *Woodbine Racetrack Mega-Development to House 60,000 Residents*. Storeys. <https://storeys.com/woodbine-racetrack-housing-mega-development-60-000-residents/>

Small Business Anti-Displacement Network. (n.d.a). Community Investment Trusts. <https://antidisplacement.org/tool/community-investment-trusts/>

Small Business Anti-Displacement Network. (n.d.b.). The Guild – Georgia Social Impact Collaborative – Atlanta, GA. <https://antidisplacement.org/profile/atlanta-ga/>

Smart Centres. (n.d.). *Yorkgate Mall—Property*. Smart Centres. <https://smartcentres.com/property/1359/>

Smith, M. (2022, November 11). Opinion: Jane and Finch gentrification is displacing low-income families. Humber News. <https://humbernews.ca/2022/11/opinion-jane-and-finch-gentrification-is-displacing-low-income-families/>

Springer, A. (2021, March 2). Living in colour: Racialized housing discrimination in Canada. Homeless Hub. <https://homelesshub.ca/blog/2021/living-colour-racialized-housing-discrimination-canada/>

STATION F. (n.d.a). Flatmates—STATION F. Station F. <https://stationf.co/services/flatmate>

STATION F. (n.d.b). HAL - STATION F. Station F. <https://stationf.co/services/hal>

Stirrett, Scott. (2021, May 30). Canada's Ballooning Mortgage Debts Could Put a Dangerous Dent in Entrepreneurship. The Globe and Mail. <https://www.theglobeandmail.com/business/article-canadas-ballooning-mortgage-debts-could-put-a-dangerous-dent-in/>.

Taylor, M. (2017, August 30). Cultural sensitivity: Accommodating racialized newcomer communities. Homeless Hub. <https://homelesshub.ca/blog/2017/cultural-sensitivity-accommodating-racialized-newcomer-communities/>

Teachers Village. (n.d.). Teachers Village Rentals. <https://teachersvillagerentals.com/>

The BEA. (n.d.). Innovation hub. <https://www.thebea.co/innovation-hub/>

The Doe Fund. (n.d.a). Affordable & Supportive Housing. <https://www.doe.org/programs/housing/>

The Doe Fund. (n.d.b). Programs. <https://www.doe.org/programs/>

The Doe Fund. (n.d.c.). Ready, Willing, & Able. <https://www.doe.org/programs/ready-willing-able/>

The Guild. (n.d.). About. <https://www.theguild.community/about/>

Theodos, B., & Edmonds, L. (2020). New models for community shareholding: Equity investing in neighborhood real estate investment trusts and cooperatives. Urban Institute. https://www.urban.org/sites/default/files/publication/103341/new-models-for-community-shareholding_0.pdf

Toronto Community Housing (TCHC). (n.d.). *Firgrove-Grassways*. <https://www.torontohousing.ca/building-construction-and-revitalization/revitalization/firgrove-grassways>

Trillo, C. (2019). Boston-Cambridge Innovation District (USA) – A place-based approach to innovation ecosystems: Why context matters. European Commission. https://ec.europa.eu/regional_policy/rest/cms/upload/04102019_041442_EWRC2019_09_WS543_TRILLO_Boston%20PIE.pdf

UN Climate Technology Centre & Network. (n.d.). The Living Lab Shaping the Housing of Tomorrow. <https://www.ctc-n.org/products/living-lab-shaping-housing-tomorrow>

Urban Land Institute. (n.d.a.). King's Cross. UrbanPlan. <https://urbanplan.uli.org/resources/overview/project-snapshots/kings-cross/>

Urban Land Institute. (n.d.b.). Retooling innovation districts for mid-sized cities. <https://urbanland.uli.org/economy-markets-trends/retooling-innovation-districts-for-mid-sized-cities>

Westoll, N. (2021, March 11). Ontario government agrees to donate Metrolinx LRT land for Jane and Finch community hub. *Global News*.

<https://globalnews.ca/news/7691390/jane-finch-community-hub-ontario-government-finch-west-land-donation/>

Woodbine Community Plan. (n.d.). *Woodbine Community Plan*. Woodbine Community Plan. <http://woodbinecommunityplan.com/>

Wright, E. (2017, July 3). Station F: The world's largest startup campus opens in Paris. The Spaces. <https://thespaces.com/station-f-worlds-largest-startup-campus-paris/>

York University. (2021). *York University Keele Campus Vision and Strategy*. York University. <https://www.yorku.ca/president/wp-content/uploads/sites/35/2021/12/Keele-Campus-Vision-and-Strategy-document-FINAL-VERSION.pdf>

