

Cheryll Case

Founder and Executive Director

Phone: (647) 905-0197

2575 Eglinton Avenue W

Email: Cheryll.Case@CPplanning.ca

Web: CommunityInPublic.ca

To: Planning and Housing Committee**Date:** July 15, 2026**Re:** PH32.19 – Protecting Tenants from Fraudulent Evictions and the Little Jamaica and Oakwood Vaughan Planning Framework

Dear Chair and Members of the Planning and Housing Committee,

Community in Public supports PH32.19 and its effort to strengthen the City's response to fraudulent evictions. A tenant facing suspected fraud should not be left alone to investigate wrongdoing, collect evidence, pay fees, secure legal assistance, and defend their home against a landlord with greater power and resources. The item reflects an important public-interest principle: the City should intervene to prevent foreseeable housing loss rather than leaving tenants to respond only after harm has occurred.

How PH32.19 is connected to the Little Jamaica Planning Framework

The connection is a human-rights one, and it is drawn by human-rights regulators. In *In the Zone*, the Ontario Human Rights Commission (OHRC) states "Municipalities have human rights responsibilities in their roles as facilitators of affordable housing. But they must also take steps to apply a human rights lens to decisions that could result in the loss of affordable housing" and it names "revitalization projects that raise property values" as an example of such a decision. Fraudulent eviction is one pathway to displacement. Planning and revitalization decisions that increase land values, redevelopment pressure, housing costs and speculation are another — and the OHRC identifies them as exactly that.

This responsibility is especially pressing in Little Jamaica, a neighbourhood with many renters and longstanding displacement pressures. Transit construction, rising land values, redevelopment, the loss of local businesses, and the erosion of cultural and community spaces have already weakened the conditions that allow residents to remain. The City holding landlords accountable therefore cannot be separated the City adhering to human rights obligation it is responsible to in the scope of how it plans for as and responds to neighbourhood change.

The City's management of the Planning Framework has not demonstrated compliance with administrative or human rights obligations

On April 14, 2026, the Planning and Housing Committee directed the Interim Executive Director of Development Review to establish a Stakeholder Advisory Committee to guide the Planning Framework. During the framing of the motion, Councillor Josh Matlow stated that the community must be "in the driver's seat," and that the Framework should be considered successful when the community says it is successful. Development Review has nevertheless continued designing and carrying out engagement before the Stakeholder Advisory Committee has been established and operating to guide the work.

Since April, Community in Public and other residents have repeatedly asked Development Review staff to:

- Involve residents in establishing the membership, mandate and operating structure of the Stakeholder Advisory Committee;
- establish the Committee before advancing major engagement or draft directions;
- reconsider the Planning Framework study boundary;
- publish a What We Heard Report documenting feedback received to date;
- explain how community feedback is influencing decisions; and
- demonstrate how the process is implementing City commitments on housing rights, meaningful engagement, anti-displacement and confronting anti-Black racism.

Development Review has continued engagement without the Committee in place and has not committed to the corrective actions requested. This is not a disagreement about engagement style. It is a housing-rights, governance and public-administration concern and risk to the City of Toronto.

To place the record before the Committee, we submit the attached petition, signed by 122 residents and community members of Little Jamaica - Appendix 1 (page 5). Based on postal codes, over 80% of signatories live in Ward 5, 8, 9, or 12.

In addition, for your information please see the following:

- Appendix 2 - April 13th - Collective Letter Submitted to April 14th P&H - LJOVPF Proposals Report (page 8)
- Appendix 3 - June 3rd - Community notes from the June 2nd public consultation hosted by Development Review regarding the Planning Framework (page 12)
- Appendix 4 - May 12th - Formal recommendation letter of potential members and operation of a Stakeholder Advisory Committee (page 16)
- Appendix 5 - May 26th - first 4 pages of Formal complaint submitted to Development Review regarding the Planning Framework (page 19)

- Appendix 6 - May 29th - Formal notice that Development Review has broken community trust and community must be involved in establishment of Stakeholder Advisory Committee (page 22)
- Appendix 7 - July 3rd - Community Identified Development and Growth Services Service Standards, Planning Framework What We Heard Report, and Stakeholder Advisory Committee Establishment Process (page 24)

Human-rights responsibilities apply to City-led planning, just as they do landlords

The [Toronto Housing Charter](#) recognizes that residents have a right to safe, secure and affordable housing, and to meaningful participation in decisions affecting their housing. Together with the OHRC's direction above, human rights obligations apply not only when the City regulates landlords, but when the City itself undertakes planning, development review, engagement and revitalization work that inform or build decisions about housing.

The present Planning Framework process has not demonstrated how Development Review is adhering to these obligations. Management of the Planning Framework communicates that no public housing-rights or displacement assessment will be provided. The Council-directed community governance mechanism (Stakeholder Advisory Committee) has not been established, and residents have not received transparent reporting on what staff have heard or how decisions are being made. Continuing under these conditions creates serious human-rights, governance and procedural risks for the City.

Requested direction

The City Manager must direct Development Review of Development and Growth Services to:

1. Immediately pause the Planning Framework until the Stakeholder Advisory Committee is established and able to guide the work.
2. Immediately adopt service standards that adheres to City commitments and obligations to meaningful engagement, housing rights, and confronting anti-Black racism.
3. By August 31st publish a What We Heard Report, so feedback and decisions are transparent.
4. By December 15th establish a Stakeholder Advisory Committee with a real role in shaping the Planning Framework.

Conclusion

Community in Public supports the proposed action to protect tenants from fraudulent eviction. Landlords are accountable to take actions in line with human rights. The City must hold itself to a standard of processes and services that ensure it does not create or intensify foreseeable displacement. Pausing the Planning Framework until the Stakeholder Advisory Committee is established, publishing a What We Heard report, and Development Review adhering to pre-existing City commitments and obligations to meaningful engagement, housing rights, and confronting anti-Black racism is well within the powers of elected officials and the City Manager to ensure. The City's compliance with housing rights will strengthen its position when demanding compliance from other stakeholders with power over the housing of tenants.

Sincerely,

Cheryll Case
Founder and Executive Director,
Community in Public

Appendix 1: Petition

PETITION: Elected Officials and City Manager: Pause the Little Jamaica and Oakwood Vaughan Planning Framework and Require Accountable Development and Growth Services

Privacy note: This petition will be submitted as part of a public communication to Toronto City Council and the City Manager. Only the names of signatories will be included in the public submission. Email addresses are so Community in Public can keep in contact with you for updates on the petition and City response; and the postal code is so we can tally how many people signing live in which ward.

By signing the below you agree: our elected officials and the City Manager must direct Development Review and Development and Growth Services staff to:

1. Immediately pause the Planning Framework until the Stakeholder Advisory Committee is established and able to guide the work.
2. Immediately adopt service standards that adheres to City commitments and obligations to meaningful engagement, housing rights, and confronting anti-Black racism.
3. By August 31st publish a What We Heard Report, so feedback and decisions are transparent.
4. By December 15th establish a Stakeholder Advisory Committee with a real role in shaping the Planning Framework.

Signatories (based on postal codes, over 80% of signatories live in Ward 5, 8, 9, or 12):

- Cheryll Case
- Erica Pkalu
- Morgan Miya
- Faith Greaves
- Lemma S. Bravo
- Ayanna Richards
- Shannon Spencer
- Evelyn James
- Jason McDonald
- Mkel Ho
- Venessa Daus
- Nimeh Bana
- Linda Cook
- Jenita Wilson
- DeiJaumar Clarke
- Lydia Mitchel
- Chris Percy
- Joel Fettin
- Rebecca Kingdom
- L. Tabeold
- Keriess Thomas
- Reginald Frogot
- Zanane Akande
- Jamie Atkinson
- Carlene Atkynson
- Sophia Jackson
- Ren Tavares
- Ellery Rosin

- Starr Jacobs
- Natasha Johnson
- Monique Johnson
- Januetta Dumley
- Simon Ayume
- Jacqueline Dwyer
- Asheda Dwyer
- Leighton Walters
- Andrew Henry
- Jerako Wendt
- Grace Joy
- Nicole Sinclair
- Adrian McIntyre
- Peter Iliescu
- Cecilia Smart
- Ronnie Clarke
- Wonique Duncan
- Heather Rock
- Kenya Brown
- Kevin Phillip
- Jean Hopkins
- E. Phillip
- G. Alexander
- D. Phillip Thompson
- Aniza Stephens
- Glen Levin
- Peter Campbell
- Raphael Logan
- Michael Carter
- Dennis Haynes
- Sophia Latu
- Clarence Neysmith
- Steve Holbrook
- Eileen Harris
- Victor Benz
- Dudley West
- Joan Levy
- Karen Kavenard
- Hilbert McQuilkin
- Diane Spence
- Paul Jessen
- Ian Yorke
- Daniel Traves
- Jasmine Santodonato
- Marcelle Capone
- Deanna Frank
- Joe Jones
- Iris Fabbro
- Shamalla James
- Kumsa Baker
- Claudene Neysmith
- BJ Adach
- Ima
- Jennifer
- Kaleda B-C
- E Chan
- Craig
- Leslie Campbell
- Rodney Chan
- Suvendrini Lena
- Dana Shaw
- Ameerah Craigg
- Sarina
- Catherine Lake
- Millicent Small
- Michael Whitehead
- Jenny Marston
- Vivienne
- Yaaba Paintsil
- Jacqueline Dwyer
- Wilda Margaret Inwood
- Kianna
- Katie Konstantopoulos
- John Ozimek
- Kristen Hope
- Tom Yarmon
- Arthur Gron
- Pam Frache
- Jackie Taylor
- Thaddeus W. Sherlock
- Joan Sullivan
- Lisa Prinn
- Ilse Kramer
- Roberto Rosenman
- Jennifer Kotler
- Ishan Juneja
- Gwyneth Fatemi
- Reanna Niceforo

- Katie Carey
- Shadys Kagi
- Jenni King Feheley

- Venise Ennis
- Michelle Treacy
- Christina

Appendix 2: April 13th - Collective Letter Submitted to April 14th P&H - LJOVPF Proposals Report



Cheryll Case

Founder and Executive Director

Phone: (647) 905-0197

2575 Eglinton Avenue W

Email: Cheryll.Case@CPPlanning.ca

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

To: Councillors of the Planning and Housing Committee

Date: April 13, 2026

Re: PH29.2 - Little Jamaica and Oakwood Vaughan Planning Framework - Proposals Report

Dear Chair and Members of the Planning and Housing Committee,

We are writing to express both our appreciation for the continued attention to Little Jamaica, and to flag that the draft Framework, as presented, does not yet meet the scale, structure, or accountability required to effectively respond to the community's call for the City to address the displacement of renters or systemic anti-Black racism within land use, housing, economic, or social plans and/or processes.

Given the significant scale of public investment in the Crosstown LRT, the level of development pressure in the area, and the incredible leadership of grassroots organizations - the Framework must play a stronger role in guiding for more equitable outcomes. We recognize the City's intention to guide future planning policy, economic development, and community investment, including any future secondary plans, community improvement plans, and community development plans. Given this, it is essential that the Framework Plan, including its approach to community engagement - builds on previous work in partnership with the people who call Little Jamaica home.

Central to this work is the implementation of a coordinated, equity-centred approach that addresses systemic anti-Black racism, as directed by City Council and the Economic and Community Development Committee. To date, there has not been a clear public update on the status of the Partnership and Accountability Table directed in 2022, and the proposed Framework significantly narrows the planning boundary to primarily Oakwood Vaughan and the Eglinton corridor - excluding large portions of the Little Jamaica neighbourhood from planning protections or improvements, as well as social or economic development opportunities. This is significant, considering that the now excluded areas include the site where, in 2023, [inaction by City staff left a rooming house without heat, water and power for six months](#). A case some describe as one of the most harmful examples of systemic anti-Black racism in the City's decisions on housing.

Community in Public - Connect@CPPlanning.ca - 2575 Eglinton Avenue West

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Together, these shifts move away from the systemic, community-centred approach previously directed by Council, toward a more limited and fragmented framework. There remains an opportunity to correct course.

To ensure that this Framework responds to community leadership in asking for City staff and Council to ensure Little Jamaica is a place where renters are able to return, and thrive, we are calling for the following actions:

1. Restore the Full Community Planning Boundary

- Reinstatement of the original study area to reflect the full Little Jamaica neighbourhood - not just Oakwood Vaughan and the Eglinton corridor – while also extending the Western boundary to Bicknell as proposed in Framework Plan, in alignment with community reality. Original is the boundary as noted in the [2022 Little Jamaica Initiative - Master Plan and Aligned Initiatives: Introduction and Status Report](#). See Appendix 1 for diagrams.

2. Co-Create the Framework with the Community (Not Just Consultation)

- Shift from traditional consultation toward authentic co-creation and shared design of the Planning Framework. This requires working with the community through collaborative processes, transparently disclosing and jointly directing resources, and adequately resourcing community co-ownership in the process of gaining insights on what directions to take. The City should not externally procure planning/engagement services for the Little Jamaica Framework without collaboratively setting the scope and parameters with the Partnership and Accountability Table and Little Jamaica Coalition. The Little Jamaica community has already demonstrated sustained leadership through self-organized planning and implementation - often without City support. A co-creation approach recognizes this expertise and ensures the Framework is shaped with the community, not presented to it.

3. Establish Shared Governance and Accountability

- Implement a Partnership and Accountability Table, as previously directed by the Economic and Community Development Committee in 2022. To ensure accountability the list of community-leaders invited and selected to the Partnership and Accountability Table is co-created with community leaders, and the list of the Table's members is published on the City of Toronto's Little Jamaica Initiative website.

4. Ensure Coordinated Interdivisional Implementation and Oversight

- To ensure effective exploration of commitments to economic development, culture, affordable housing, community spaces, and anti-Black racism initiatives – a representative of the interdivisional Table must present their updates on progress and directions to the Partnership and Accountability as well as the Little Jamaica Community Coalition on a bi-monthly basis. The interdivisional table must also review and provide feedback on the community's draft [Little Jamaica Right to Remain Community Development Action Plan](#).



5. Establish Anti-Displacement Targets and Align to Strategies on Confronting Anti-Black Racism

- In collaboration with the Housing Secretariat, establish clear, measurable targets within the Framework Plan to reduce displacement, with a focus on renters - particularly Black residents - and align Framework targets with coordinated City actions that address the systemic drivers of anti-Black racism, including the Growing in Place initiative, Housing Strategy, and Toronto Black Food Sovereignty Plan of the Confronting Anti-Black Racism Unit.

These actions reflect prior Council direction, years of community-led work, and well-established principles of equitable city-building. **Realizing the opportunity to address displacement and systemic anti-Black Racism required co-design and joint planning process between City Planning and local stakeholders—residents, businesses, workers, and community organizations - not only consultation.** Given the timeline, we welcome the Framework as an initial step towards the City and Community working together to securing the supports required for follow up strategies meeting community needs.

We urge Council to align this Framework with its prior commitments and with the leadership already demonstrated by the Little Jamaica community. Thank you for your consideration.

Sincerely,

Cheryll Case

Founder and Executive Director
Community in Public
2575 Eglinton Avenue West

Co-lead

[Eglinton Allen Community Association](#)
We aim to bridge together neighbours and build community.

Geraldine Alexander

Business Owner
Natural Vybz
2637 Eglinton Ave W

Co-lead

[Keelestdale Community Group](#)
Creating Sparks to ignite flames of positivity in our community.

Additional signatories

- Little Jamaica Community Coalition
- Reclaim Rebuild Eglinton West
- York South Weston Tenant Union
- Climate Justice Toronto
- Shannon Spencer, Little Jamaica Resident
- Lyba Spring, Oakwood Vaughan Community Organization member
- Cassandra Creese, Vaughan Road Resident
- Alexis Dawson, Elected TDSB Trustee, Ward 9
- Teresa Pinto, Former resident of Little Jamaica who cares who cares about youth

Appendix 1

Diagram 1. Original Little Jamaica Study boundary

Per [Little Jamaica Initiative – Master Plan and Aligned Initiatives: Introduction and Status Report](#)



Diagram 2. Little Jamaica and Oakwood Vaughan Planning Framework Area
Framework Study Proposed Area

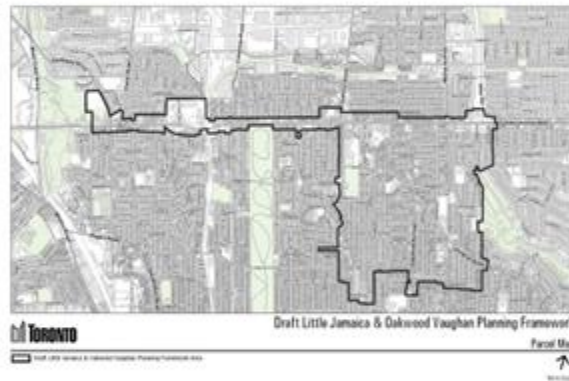


Diagram 3. Community supported boundary



Appendix 3 - June 3rd - Community notes from the June 2nd public consultation hosted by Development Review regarding the Planning Framework

Notes drafted and confirmed by community attendees of consultation

2026 June 2nd

Development Review – City of Toronto –
Consultation: [Little Jamaica Planning Framework](#)
[Community Consultation](#)

Attendance

City Staff Present

- Chantal Lee; Catherine; Erika Hennenbury; Janani; Sebastian (Matlows Office); David Driedger (Development Review); Dylan Bowles; Ginny Hong; Leah Birnbaum; Prabh (surname unclear); Ran Chen; Sayal Shirley; Shelly Clam

Community Members and Stakeholders

- Anyika; Cheryl; Eric; Dane; Kumud; Marcus; Peter Clutterbuck; Tom Yarmon; Gillian; Keisha; Shannon, Morgan, Kumsa
- Approximately 25 participants attended.

Discussion

Presentation Highlights

- City staff provided an overview of the Little Jamaica Planning Framework process.
- Key points included:
- Staff intend to report back in Q1 2027.
- The Planning Framework will be used to review future development applications based on identified community priorities, rather than serving as a statutory policy document.
- Staff noted the Framework is intended to support growth management and guide future decision-making in the area.
- Several focus areas were presented:
 - Centering Community Priorities
 - Supporting Culture and a Vibrant Retail Community
 - Making Space for Music
 - Designing a Beautiful and Accessible Public Realm

- Enhancing Cultural Corridors
 - Improving the Focus Area
- Staff also noted that Planning Frameworks are periodically updated and revised over time.

Discussion Themes and Community Feedback

- Process and Community Engagement
 - Several participants raised concerns regarding the timing and structure of community engagement.
 - Keisha asked how Official Plan policies for meaningful engagement, addressing displacement and anti-Black racism are considered and implemented through this work
 - Community members noted that:
 - The community appears to have been brought into the process after substantial staff work had already been completed.
 - Engagement should occur at the outset of a planning process so that community members can help shape project scope, priorities, and study boundaries.
 - The City should acknowledge the role that anti-Black racism has played in the historical exclusion and alienation of Black voices from planning processes affecting Little Jamaica.
 - Community members requested a clearer explanation of how the Planning Framework process aligns with City policies and commitments regarding:
 - Meaningful engagement
 - Anti-Black racism
 - Displacement prevention
 - Participants expressed frustration that communities are repeatedly asked for input but often do not see their recommendations reflected in final decisions.
- Planning Framework Boundaries
 - Tom asked why areas north and south of Eglinton Avenue West were excluded from the current study area.

- Cheryl asked how staff were balancing community expertise and knowledge while considering potential changes to the study area boundaries.
 - Chantal responded that staff are currently reviewing the boundaries and that a revised framework is anticipated in the Fall.
- Stakeholder Advisory Committee
 - Melissa asked who is participating on the Stakeholder Advisory Committee.
 - Questions were also raised regarding the representation of Black planners and Black planning expertise within the project team.
 - David Driedger responded on behalf of staff.
- Historical Context and Anti-Black Racism
 - Anyika emphasized that the community had been excluded from earlier stages of the process and expressed concern that engagement was occurring too late.
 - Marcus noted that the draft materials did not adequately address:
 - The historical context of Little Jamaica.
 - The exclusion of Black communities from planning processes.
 - The role of anti-Black racism within planning processes shaping neighbourhood change.
 - Marcus also suggested engaging scholars, researchers, and academics with expertise in Black urbanism and community history to strengthen the framework.
- Community Priorities and Implementation
 - Jeffrey asked:
 - What is the distinction between the Planning Framework and actual policy implementation?
 - Response was that the Planning Framework is for guidance only – not binding rules
 - Who determines what constitutes "community priorities"?
 - Peter referenced the Vaughan Road Academy in his question.

- Response hinted that the City supports for their to be affordable housing on the property

Upcoming Engagement Opportunities

- June 6
 - Oakwood Village Library and Arts Centre
 - 10:00 a.m. – 2:00 p.m.
- June 10
 - New Gen
 - Pop-in session
 - 4:30 p.m. – 7:00 p.m.
- Additional outreach was planned at:
 - David Green Park
 - Local parking lot pop-up locations

Key Themes Emerging from Discussion

1. Community members want engagement to occur earlier in the planning process.
2. Confronting Anti-Black Racism
 - a) Participants requested stronger acknowledgment of anti-Black racism and the historical exclusion of Black voices in planning decisions for Little Jamaica
 - b) There were calls for stronger inclusion of Black planning expertise, local knowledge, and historical context within the Planning Framework.
3. Questions remain regarding study area boundaries and how they are determined.
4. Participants sought greater clarity regarding how community priorities will be identified, weighted, and implemented.
5. Community members expressed ongoing concerns about staff use of the term “consultation fatigue” – community clarifying that the fatigue is the gap wherein there’s lack of apparent implementation of what community has provided feedback is what they want

Appendix 4 - May 12th - Formal recommendation letter of potential members and operation of a Stakeholder Advisory Committee



Cheryll Case

Founder and Executive Director
Phone: (647) 905-0197
2575 Eglinton Avenue W
Email: Cheryll.Case@CPplanning.ca
Web: CommunityinPublic.ca

To: Oren Tamir,
Interim Executive Director
Development Review
City of Toronto

David Driedger
Active Director
Community Planning
City of Toronto

Sipo Maphangoh
Manager
Community Planning
City of Toronto

Date: May 12, 2026

Re: Little Jamaica and Oakwood Vaughan Planning Framework - Stakeholder Advisory Committee Recommendations

Dear Oren, David, and Sipo,

I hope you are doing well.

I am writing to formally submit recommendations for membership to the Stakeholder Advisory Committee requested through Councillor Josh Matlow's motion at [Planning and Housing Committee on April 9th - 2026 regarding the Little Jamaica Planning Framework](#).

I appreciate the Planning and Housing Committee's direction to establish a Stakeholder Advisory Committee that reflects the principles, shared understandings, and boundaries of the Little Jamaica community. Given the pace of ongoing change and displacement pressures in the neighbourhood, timely establishment of the committee will be important to maintaining trust and ensuring meaningful collaboration between city staff and the community you are representing in your work in the next phase of Framework development.

Little Jamaica presents an important opportunity to advance a planning process that meaningfully integrates equity, cultural continuity, anti-displacement, and community leadership into implementation. It is both the community's expertise and direction from existing City plans/policy that the Committee will be most effective if it functions not simply as a consultation body, but as an ongoing forum for collaborative problem-solving, shared accountability, and co-creation of the Framework alongside residents, tenant organizers, local businesses, cultural leaders, and community organizations. In particular, relevant city plans/policies include the [Public Engagement Review](#), [CABR Plan on addressing anti-Black racism in displacement](#), [HousingTO 2020-2030 Action Plan](#), and the [Toronto Housing Charter](#).

The following recommendations are intended to support a Stakeholder Advisory Committee that is balanced, community-grounded, and capable of advising on the Framework's intersecting priorities of anti-displacement, anti-Black racism, cultural preservation, housing stability, local economic development, community ownership, and planning across Little Jamaica.

Recommended representation should include:

Essential Seats

- 1 representative of each of the tenant associations in the neighbourhood
 - Oakwood Vaughan Tenant Union: Amber Lee Rowe -> amberlee.rowe@mail.com



- o Toronto Tenant Union - Keele and Eglinton Hub: Sharlene Henry -> sharlene.n.henry@gmail.com
- 1 representative from each of the Oakwood Vaughan Community Organization, and the Keele Residents Association
 - Oakwood Vaughan Community Organization: Peter Clutterbuck -> pclutterbuck@rogers.com or assigned delegate
 - Natural Vybz (also hub of the Keele Eglinton Resident Association): Geraldine Alexander -> geraldnealex@hotmail.ca or Jermauri Collins -> jermauri123@gmail.com
- 1 representative living in TCH housing in the neighbourhood
- Indigenous residents
 - o Morgan Miya -> morgan.miya@gmail.com

Recommended Seats

- Local Community Land Trust board members who live in the neighbourhood
 - o Oakwood Vaughan Community Land Trust: Gillian Graham -> gillian.graham@alumni.utoronto.ca or assigned delegate
 - o Little Jamaica Community Land Trust
- Prior participants in the development of the City's consultants' proposed Little Jamaica Cultural District Plan
- Social service providers
 - o Syme Woolner Community Centre: Rushelle A. Campbell -> jane.coordinator@symewoolner.org
 - o Macaulay Centre for Children: Head office (2010 Eglinton Avenue West) -> [416-789-7441](tel:416-789-7441)
 - o For Youth Initiative
- Little Jamaica Community Coalition
 - o Toronto Community Benefits Network: Kumsa Baker -> kbaker@communitybenefits.ca
 - o Community in Public: Cheryl Case -> Cheryl.Case@CPplanning.ca
- Local businesses and local arts centres
 - o Studio M (also hub to youth artist and rasta gatherings) -> studiomradio@gmail.com

In particular, given the Framework's stated scope of addressing systemic anti-Black racism and displacement, it is essential that each active tenant association in the neighbourhood have dedicated representation on the Stakeholder Advisory Committee. Tenant organizers bring direct knowledge of housing insecurity, rooming house conditions, eviction pressures, and the lived impacts of neighbourhood change. This is especially important in light of the recent Toronto Ombudsman report concerning a rooming house, as noted in the Ombudsman's blog - [Inaction by City staff left rooming house without heat, water and power for six months](#) - an example that underscores the need for tenant perspectives to be embedded in planning, accountability, and implementation structures from the outset. This report brings awareness to the attention placed in ensuring city staff act in line with the City's commitment to progressively realize adequate housing by understanding and taking action to address bias that favour landlords over residents.

To support transparency, legitimacy, and long-term effectiveness, we also encourage:

- the development and public documentation of a clear Terms of Reference;
- clarity regarding membership selection, timelines, and decision-making processes;
- regular meeting intervals throughout the Framework development process; and
- appropriate support and resourcing for community participation to enable sustained engagement. This includes honoraria for members who would not be paid by their job to be in attendance of the Stakeholder Advisory Committee. I'm aware that the City has



provided such honoraria in the past for Advisory Committees such as that on the 20 person Expanding Housing Options in Neighbourhoods Roundtable which provided participants honoraria of \$1,200 - \$1,400.

As you know, community members and organizations have invested years into advancing local research, organizing, planning, and implementation efforts connected to the future of Little Jamaica. Establishing a meaningful and collaborative advisory structure is an important opportunity to build on that work and strengthen alignment between City-led planning and community-defined priorities.

I would appreciate written confirmation of your receipt of this letter. As we remain in ongoing communication with community members, confirmation will support transparent updates regarding the City's follow-up on the direction from Planning and Housing Committee, as well as broader community recommendations to ensure local planning efforts meaningfully address systemic anti-Black racism and displacement.

I look forward to supporting a process that meaningfully reflects the knowledge, leadership, and aspirations of the Little Jamaica community, and would welcome the opportunity to continue collaborating on next steps.

Sincerely,

Cheryll Case

Founder and Executive Director
Community in Public

cc: Councillor Josh Matlow, Alejandra Bravo, Mike Colle, and Frances Nunziata, along with their planning associates

Appendix 5 - May 26th - Formal complaint submitted to Development Review regarding the Planning Framework



Cheryll Case
Founder and Executive Director
Phone: (647) 905-0197
2575 Eglinton Avenue W
Email: CheryllCase@CPplanning.ca
Web: CommunityInPublic.ca

To: DevelopmentReviewIssues@toronto.ca

Date: May 26, 2026

Re: Formal Complaint – Little Jamaica and Oakwood Vaughan Planning Framework Engagement Process and Stakeholder Advisory Committee

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1.0 Overview

I am submitting this complaint regarding the Development Review Division's current approach to the Little Jamaica and Oakwood Vaughan Planning Framework engagement process. The complaint concerns the lack of clear information, delayed establishment of the Stakeholder Advisory Committee directed by Planning and Housing Committee, and shifting communication practices that have made it difficult for community members, local representatives, and affected residents to understand how the process is being aligned with Council direction and City commitments related to meaningful engagement, anti-displacement, housing rights, equitable development, and confronting anti-Black racism.

These concerns are urgent because the Planning Framework is advancing in a neighbourhood facing significant displacement pressures affecting Black residents, renters, local businesses, and community-serving spaces. Without timely clarification, an up-front advisory structure, and a clear pathway for addressing process and human rights concerns, the engagement process risks asking community members to respond after key assumptions, boundaries, stakeholders, and draft directions have already been shaped. This complaint seeks corrective action to support procedural fairness, transparency, policy alignment, and meaningful community participation before the process advances further.

It is my understanding that the Planning Framework is currently being led by Sipo MM, ~~CFF~~, Development Review. In this Complaint Letter, when I ~~say~~ "Development Review Management", I am referring to this staff person or the colleagues reporting to her, unless otherwise noted.

1.1 Desired Outcome

The desired outcome is to support procedural fairness, policy alignment, transparency, and meaningful community participation in the Little Jamaica and Oakwood Vaughan Planning Framework process.

I am seeking a resolution that ensures the Planning Framework engagement process is aligned with Council direction and City commitments related to meaningful engagement, anti-displacement, confronting anti-Black racism, equitable development, and housing rights.

Given the active engagement timeline, I also request that this complaint be reviewed as soon as possible and that Development Review confirm receipt in accordance with its complaints process.

2. Complaint

I am submitting this formal complaint regarding the Development Review Division's current approach to the Little Jamaica and Oakwood Vaughan Planning Framework ("Planning Framework") engagement process.

It is important to note that the Planning Framework is taking place in a neighbourhood facing significant displacement pressures affecting Black residents, renters, local businesses, and community-serving spaces.

This complaint expresses dissatisfaction with the procedures and quality of service being provided by Development Review management. Multiple attempts have been made to resolve these concerns collaboratively and to support Development Review in strengthening alignment with Council direction and City commitments before the process advances further.

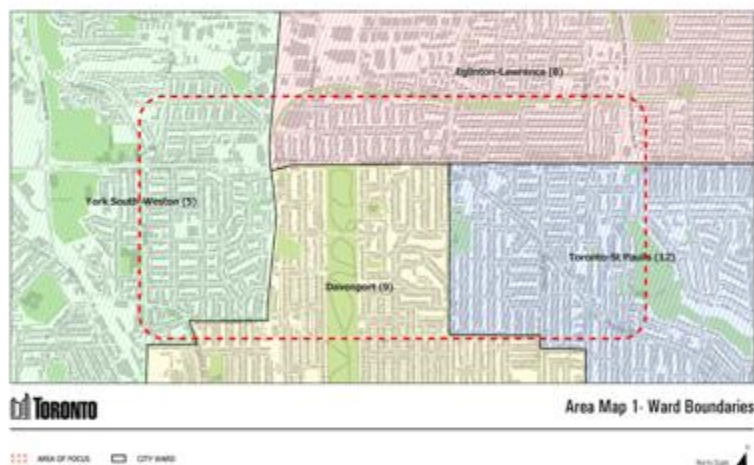


Specifically, I am concerned about what I perceive to be:

- A. Failure to provide information necessary for meaningful participation and to demonstrate how the Planning Framework process is aligned with applicable City policies, procedures, Council directions, and engagement commitments.
- B. Unacceptable delay in establishing the Stakeholder Advisory Committee requested through Planning and Housing Committee direction
- C. Failure to follow through on process expectations and commitments made through meetings and correspondence the Framework

A. Failure to Provide Information Necessary for Meaningful Participation

I am concerned that Development Review management's failure and refusal to provide requested information is limiting the ability of community members, local representatives, and affected residents to participate meaningfully in the Planning Framework process. Without clear information about how the process is being aligned with Council direction, City policies, engagement standards, housing rights commitments, anti-displacement priorities, and commitments to confront anti-Black racism, community members cannot reasonably understand what decisions have already been made, what remains open to influence, how engagement feedback will be used, or how the process is addressing the displacement risks facing Black renters and other marginalized renters in Little Jamaica and Oakwood Vaughan. This concern is heightened because City Plans and community-led plans identify Little Jamaica as extending beyond a narrow corridor, while current engagement materials appear to proceed with a proposed boundary before the Stakeholder Advisory Committee has been established.



The above is from the [Little Jamaica Initiative - Master Plan and Aligned Initiatives: Introduction and Status Report](#) – submitted by City Planning and Economic Development and Culture to the Economic and Community Development Committee on March 24, 2022, regarding [Item - 2022.EC28.8](#).

Development Review Actions and Decisions Giving Rise to This Concern

- Development Review management declined requests to meet with community representatives and a representative from the local Councillor's office to discuss how the

Appendix 6 - May 29th - Formal notice that Development Review has broken community trust and community must be involved in establishment of Stakeholder Advisory Committee



Cheryll Case

Founder and Executive Director
Phone: (647) 905-0197
2575 Eglinton Avenue W
Email: Cheryll.Case@CPPlanning.ca
Web: CommunityInPublic.ca

To: Oren Tamir - oren.tamir@toronto.ca
Interim Executive Director
Development Review
City of Toronto

Date: May 29, 2026

Re: Submission: Stakeholder Advisory Committee Recommendations – Little Jamaica and Oakwood Vaughan Planning Framework

I am writing to formally raise a procedural confidence issue regarding the process for establishing the Stakeholder Advisory Committee for the Little Jamaica and Oakwood Vaughan Planning Framework.

On April 14, 2026, Planning and Housing Committee directed the Executive Director, Development Review, as part of upcoming stakeholder and community consultations, to establish a Stakeholder Advisory Committee to support the delivery of a final Planning Framework that is culturally responsive and reflects the principles, shared understandings, and boundaries of the Little Jamaica community.

During P&H Committee, in the introduction of the motion, Little Jamaica Councillor, Josh Matlow stated:

“City Hall should be the vehicle for the success of Little Jamaica, but the Community should be the driver. We will know it’s a success, when the community says it’s a success... This is why it’s important that the community is literally at the table to work supportively with staff to towards a successful Framework”

Given the purpose of that direction, and the following actions of Development Review, procedural confidence requires that Development Review not unilaterally determine the membership, Terms of Reference, selection criteria, or operating structure of the Stakeholder Advisory Committee without meaningful involvement from community representatives and the local Councillor’s office. The Committee is intended to support cultural responsiveness, community-defined boundaries, shared understandings, and meaningful engagement. For that reason, the process used to establish the Committee must itself reflect those same principles.

Trust in Development Review’s ability to unilaterally design the Stakeholder Advisory Committee has been compromised by the Division’s responses and delays. On May 20th, I emailed yourself, Sipo, and David requested a meeting with the local Councillor’s office, to understand why Development Review is planning to establish the Stakeholder Advisory Committee in the Fall – with the Planning Framework also scheduled to be delivered that same Fall – and to explain alignment with City policies and commitment. On May 22nd, Sipo responded:

"staff are not scheduling additional meetings on this topic or preparing separate written summaries in advance of other planned discussions and consultations"

In this context, it would not build community confidence or trust for Development Review to be solely responsible for deciding who is invited to the Stakeholder Advisory Committee or how the Committee will operate. A Committee created to reflect the principles, shared understandings, and boundaries of Little Jamaica must be established through a process that is transparent, community-informed, and accountable to those most affected by displacement.

In consideration, I am requesting that Development Review confirm the following:

1. That Development Review will not unilaterally finalize the Stakeholder Advisory Committee membership, Terms of Reference, selection criteria, or operating structure without meaningful community involvement.
2. That Development Review will meet with community representatives and the local Councillor's office to discuss the process for establishing the Stakeholder Advisory Committee before decisions regarding membership and Terms of Reference are finalized.
3. That the Committee include residents and groups directly connected to the issues the Framework is expected to address, including tenant associations, TCHC residents, Indigenous residents, Black-led and local community organizations, resident associations, community land trusts, service providers, local businesses, arts and cultural leaders, and organizers with direct knowledge of Little Jamaica and Oakwood Vaughan.
4. That the Stakeholder Advisory Committee be given an opportunity to review and advise on the engagement plan, proposed study boundary, stakeholder list, consultation materials, displacement considerations, and draft Framework directions before these are treated as settled.
5. That Development Review provide a written explanation if it does not intend to involve community representatives in the establishment of the Committee, including how that approach aligns with the April 14 Planning and Housing Committee direction and the City's commitments related to meaningful engagement, housing rights, anti-displacement, and confronting anti-Black racism.

These requests are made to ensure that the process is aligned with the stated purpose of the Stakeholder Advisory Committee and with the City's broader obligations to support meaningful participation, prevent displacement harms, and address systemic anti-Black racism in planning.

Given the concerns already raised and the delay in receiving a substantive response to my previous question, I would appreciate written confirmation by end of day Monday regarding whether Development Review will involve community representatives in the process of establishing the Stakeholder Advisory Committee.

Sincerely,

Cheryll Case
Founder and Executive Director, Community in Public
Resident and community organizer, Little Jamaica / Oakwood Vaughan

Appendix 7 - Community Identified Development and Growth Services Service Standards, Planning Framework What We Heard Report, and Stakeholder Advisory Committee Establishment Process

Community Identified Development and Growth Services Service Standards, Planning Framework What We Heard Report, and Stakeholder Advisory Committee Establishment Process

The following was prepared using notes from community strategy and debrief sessions in reflection of Development Review's implementation services to develop the Little Jamaica and Oakwood Vaughan Planning Framework. The final live group debrief session informing the below was hosted June 14th.

1. Service Standards Expected Going Forward

These service standards should apply to the Little Jamaica and Oakwood Vaughan Planning Framework, as well as all future Development and Growth Services work affecting Little Jamaica.

Community members expect Development and Growth Services to provide service that is timely, transparent, respectful, evidence-informed, solution-oriented, and grounded in the City's commitments to housing rights, anti-displacement, and confronting anti-Black racism.

Community members expect Development and Growth services to be dedicated to improving the wellbeing of all people - in particular, those whose access to secure and affordable housing and stable economic opportunity is at risk or diminished.

1.1 Adhere to the City's commitments to meaningful engagement

Community experiences basis: Community members raised concerns that the Stakeholder Advisory Committee is planned too late in the process, including that it may only be used to "validate" a final plan – the words of the staff managing the Planning Framework (Manager, Midtown Section (Ward 12) Toronto and East York District - North Community Planning, Development Review). In addition, Community members raised concerns about delays in accessing staff, including that it took 1.5 months to secure a meeting with staff to get an update on their outreach plans to engage the community in the production of the Planning Framework.

Service standard: Development and Growth Services must adhere to the City's existing commitments to meaningful engagement, including the Public Engagement Review, the Official Plan, and the Toronto Housing Charter.

These documents establish that residents must have a voice in how the city changes, that affected communities must be able to participate in decisions affecting their housing and neighbourhoods, and that engagement should elevate Black and equity-deserving voices.

For Little Jamaica, this means engagement must be early, accessible, culturally appropriate, and designed with affected communities, not only presented to them after key decisions have been framed by staff. Staff must be clear about what staff have already decided and how feedback will be used.

1.2 Adhere to the City's commitments to housing rights and confronting anti-Black racism

Community experiences basis: Community members raised concerns that the Housing Secretariat was not included in conversations, even though advancing the Right to Remain is a central request for Development and Growth services delivered to the residents of Little Jamaica. Participants also described the current process as part of a broader pattern of City services enabling or exacerbating systemic anti-Black racism, displacement, and cultural erasure. The concern is that the Planning Framework process currently being led by Development Review is structurally harmful as housing rights and anti-Black racism are not treated as urgent planning issues.

Service Standard: Development and Growth Services must adhere to the City's existing commitments to housing rights and confronting anti-Black racism, including the Public Engagement Review, the Official Plan, the Toronto Housing Charter, and Confronting Anti-Black Racism Action Plan.

Development and Growth Services must treat housing rights, displacement, and anti-Black racism as urgent service priorities. Staff must proactively listen, acknowledge, document, and collaborate to address resident concerns in these areas.

Development Review and City Planning must include and consult the Housing Secretariat and Confronting Anti-Black Racism Unit to ensure the City's commitment to residents regarding housing rights and anti-Black racism are being adhered to.

Staff work must show how their decisions are designed to advance the Right to Remain for residents and business – including Black households and Black-owned business in particular.

1.3 Implement community-based outreach

Community experiences basis: Community members raised serious concerns that Development Review outreach for public engagement in the Planning Framework development process was poor. Local residents and business owners reported that they had not seen City posters in the neighbourhood, including a local business owner who regularly posters in the area. The Planning Framework was neither promoted through the local councillor newsletters nor shared with local community groups for their redistribution. Community members emphasized that outreach should be carried out through trusted local networks and that the City should compensate local people to support posterage, outreach, and feedback collection because locals understand where and how residents, tenants, businesses, and community groups can be reached.

Service standard: Development and Growth Services must implement community-based outreach for work targeting Little Jamaica. Outreach should include

- visible local notices in local businesses, libraries, tenant buildings, social service spaces, schools, places of worship, community hubs, public gathering spaces, and high-traffic areas;
- invitation to local councillors and community organizations to redistribute notices online through their communication channels

Community outreach plans should be made available to local leaders, to support efforts to ensure key demographics are not missed during the outreach process.

Development and Growth Services should compensate local residents, youth, community animators, Black-led organizations, grassroots groups, tenant groups, and trusted community partners to support outreach, facilitation, interpretation, note-taking, and feedback collection. Local knowledge is expertise and should be treated as such.

1.4 Ensure early, accessible, and transparent communication and accountable follow-up

Community experiences basis: Community members raised concerns that it is difficult to know who is responsible for Development and Growth services in the neighbourhood, what their responsibilities are, and how staff are meaningfully responding to meaningful engagement, housing rights, and anti-Black racism concerns raised. In addition, it was raised that staff are engaging the community for their feedback too late in the process – after developers and the City have already invested significant time and resources towards a certain outcome. Meaning community doesn't have an opportunity to materially impact outcomes aligned with our priorities.

Service standard: Development and Growth Services must ensure that all planning, development review, housing, and growth-related work affecting Little Jamaica includes early, accessible, and transparent communication, as well as accountable follow-up.

This includes early notice of proposed work, clear public information on staff roles and responsibilities, direct contacts, project timelines, consultation materials, and decision points. Staff must clearly explain what has already been decided by staff and how community feedback will be considered - before staff have committed significant time and resources to staff's preferred outcome.

What We Heard documentation must be provided in all consultation processes and include a clear summary explaining the outreach method, who was reached, what was heard, what concerns were raised, what remains unanswered, what staff will do in response, and what decisions have been made by City staff.

Ongoing communication with community members must be clear, direct, and accountable. Emails and public communications should identify the City staff person responding, respond directly to the questions or concerns raised, and avoid vague, indirect, or non-responsive answers.

2. Required What We Heard Report

We require that City staff publish a What We Heard report before August 31, 2026.

The report must include:

1. Project scope and questions that are to be answered through future engagement and research
2. A list of decisions that have already been made by staff.
3. A summary of all engagement activities held to date, including dates, locations, formats, attendance numbers, and outreach methods.
4. A summary of feedback received from residents, renters, business owners, youth, elders, workers, community organizations, and other stakeholders.
 - a. Including concerns raised about the engagement process itself.
5. A clear explanation of how feedback received informed staff work and developing decisions for the Planning Framework
6. A clear explanation of when feedback was not incorporated, including clarity on why
7. A written acknowledgement from the Development Review staff team recognizing that the process to date has exacerbated systemic anti-Black racism.

3. Required Process for Establishing the Stakeholder Advisory Committee

We require that the City implement a process to establish the Stakeholder Advisory committee in a way that is grounded in community leadership, including residents and the businesses and organizations that desire to see Little Jamaica thrive.

A. Community Involvement Before Final Decisions

- Meet with community representatives and the local Councillor's office to gather and collectively synthesize what will be the structure and outreach to establish the Committee.
- Publish community and councillor feedback on the Committee scope and [outreach process](#), and a summary of what feedback was implemented, what was not implemented, and why

B. Membership Outreach

- Publish a Terms of Reference.
- In addition to the use of traditional City channels, carry out community-based outreach through trusted local networks, including local businesses, libraries, tenant buildings, social service spaces, schools, places of worship, community hubs, public gathering spaces, local Councillor communications, and community organization channels.
- Prioritize outreach to directly affected groups, including residents, tenant associations, TCHC residents, Indigenous residents, Black-led and local organizations, resident associations, community land trusts, service providers, local businesses, arts and cultural leaders, and local organizers.

C. Implementation

- Monthly meetings.
- The committee's scope includes to review and advise on the engagement plan, study boundary, stakeholder list, consultation materials, displacement considerations, and draft Framework directions before they are treated as final.
- Publicly publish the membership and meeting notes of the Committee's feedback
- Provide honoraria for members who are not paid by an employer to attend Committee meetings