



CP Planning Strategic Plan 2024-2027

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Spice

Home

Curry
as
-
means
longing

Resilience

Connection

Unique

Family

Self- and
community-
actualization

Everyone
BELOW

I first witnessed the disparity between human rights obligations and our current economic system in 2018. Rejecting my offer to compile stories to share with system administrators, overwhelmingly, communities told me they wanted to instead chart out what a working system would look like. They guided me in our co-design and delivery of the Housing in Focus program. The resulting report was CP Planning's first step to integrating human-rights into societal economic relations to land. With community, we pivoted to taking ownership over the dialogue and making invitations for partnership, rather than seeking charitable kindness that maintained barriers.

In just 4 months, we established partnerships, co-designed, implemented, and celebrated this collaborative program. All participants noting how grateful they were for the opportunity to dive into this rare exercise.

There is an incredibly rich reserve of passion and capacity within our communities. From the most marginalized with unstable housing and income, to high-net-worth individuals. Working together, we can build a system where everyone is able to thrive. This requires scale, and the normalization of community-centred planning practices.

My conviction in this has been building over the past 7 years, and that's why I am thrilled to share our 2024–2027 Strategic Plan.

I invite you to explore this plan and find a role that resonates with you — whether through volunteering, collaborating, or contributing financially.



Together, there are no barriers.

For more information on how you can get involved, let's connect!

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A handwritten signature in black ink, appearing to read 'Cheryl Case'.

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Roadmap Resident Summit 2024 attendees

1.0 Acknowledgements

1.1 Land Acknowledgement

CP Planning acknowledges that our offices are located on the traditional territory of many First Nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee, and the Wendat peoples. We also recognize that this territory is now home to many diverse First Nations, Inuit and Métis peoples. We are committed to supporting efforts that ensure Indigenous Peoples have adequate access to affordable housing and community spaces on these and other Indigenous lands.

We recognize that Indigenous peoples were the first to be displaced from their homes and separated from the cultural ways of relating to the land. We are committed to supporting reconciliation efforts by sharing knowledge, developing and fortifying relationships that will generate and sustain resources for Indigenous communities to thrive.

1.2 African Ancestral Acknowledgement

We pay tribute to African ancestors and migrants who came to Canada voluntarily, or involuntarily a result of the Trans-Atlantic Slave Trade and Slavery.

We recognize that Black households have among the lowest home ownership rates, resulting in higher

prevalence and risk of displacement due to systemic failures to uphold their right to adequate housing.

1.3 Community Acknowledgement

CP Planning's inaugural Strategic Plan comes 7 years since the organization's founding. Our existence is due to countless people in our community who have provided support along the years. For the preparation of this Strategic Plan, we acknowledge Monumental Projects, who in the Fall of 2023 collaborated with our leadership team to guide Assessment and Future State Visioning, data collection, workshopping, and synthesis processes.



2018, Cheryl Case presenting at the Housing In Focus End Party

2.0 About Us

CP Planning is a Black-women-led and federally incorporated non-profit community network building the capacity of nonprofits to protect and generate affordable housing and community spaces at the scale required to meet community needs.

We achieve this by developing and stewarding strategic programs, partnerships, and policy advancement initiatives, always prioritizing building solidarity between socio-economic groups in order to advance towards a shared vision of a world where all people, regardless of their background, experience more joy, belonging, and well-being, grounded in the achievement of adequate housing for all.

We believe housing is a human right, that cultural rights are secured through a robust non-profit sector, and that solidarity across socio-economic groups is essential to actualizing this right for all people. We believe directly collaborating with those affected by poverty and systemic discrimination to shape programs and compensating them for their roles in implementation is an essential strategy to actualizing the economic rights of equity-denied communities.

Founded in 2017 by Cheryll Case, CP Planning has become a critical voice on local and national issues and innovations related to equitable city-building.

Since our founding, we have led research projects, designed, and co-delivered programming through meaningful community partnerships, and actively participated on industry tables and advisory committees shifting policy and economic transformations. Our significant experience breaking down barriers preventing equity-deserving groups from having the economic capacity to guide land use planning practices has contributed to shifting the Land Use Planning Economy towards securing and increasing affordable housing and community space supply to match the scale of community need.

Defining initiatives of the organization include:

- **The Roadmap for Redevelopment Plans to Confront Systemic Racism.** Funded by a \$4.5 million contribution from Canada Mortgage and Housing Corporation (CMHC) in 2022, this action-oriented program develops and implements strategies to create affordable housing and reduce the displacement of lower income renters from transit adjacent neighbourhoods. It includes the development,

operation, and support of Inclusive Neighbourhood Planning Hubs that facilitate community dialogue and collaborations that scale support for housing solutions across local to municipal, provincial, and federal levels.

- **Spatial Justice Strategy.** As project management consultant for client Toronto Non-profit Network, CP Planning developed their Spatial Justice Strategy in 2022. This identified and fortified opportunities to protect and enhance non-profit capacity to retain space for their service delivery.
- **Tenant Solidarity Program.** Funded by the Community Housing Transformation Centre in 2021, this comprehensive community-planning program delivered in partnership with the Oakwood Vaughan Community Organization, supported tenant engagement in the development of a grassroots community plan for the neighbourhood, OV Futures Search, as well as the establishment of the ongoing Oakwood Vaughan Tenant Union, which has successfully protected tenants from being displaced from the Little Jamaica neighbourhood.
- **Housing in Focus.** Funded by the Laidlaw Foundation in 2018, this robust public engagement and research project, facilitated for 140 residents from across the



2023, Mayor Olivia Chow's tour of Little Jamaica

City of Toronto to reimagine what their neighbourhoods might look like if housing was treated as a human right.

Over the next three years, CP Planning's work will be expressed across three main pillars:

1. **Core Programs:** Producing collaborative programs where we partner with historically equity-denied communities and established institutions (governments, developers, non-profit housing providers etc.) to carry out our mission.
2. **Partnerships and Collaborations:** Leading and contributing to collaborations and coalitions of aligned organizations, recognizing that transformative progress requires collective action.
3. **Fee for Service:** Delivering services to clients across public, nonprofit and for-profit sectors.

2.1 Mission

Our mission is to align public, non-profit, and private sector organizations in the land use development economy to invest in solutions that uphold the economic, social, and cultural rights of equity-denied people, ensuring access to good housing, good jobs, an adequate standard of living, and opportunities for cultural expression.

We mobilize communities for affordable housing and inclusive local planning economies through our projects and consulting work - focusing on generating both immediate support and long-term balanced, sustainable and forward-thinking social and economic development solutions with our partners.

2.2 Vision

We envision a world where all people, regardless of their background, experience more joy, belonging, and well-being, grounded in the achievement of adequate housing for all.

2.3 Values

1. **We are led by community voice.** CP planning's work is rooted in needs communicated by local voices. We are driven by a commitment to listen and respond by breaking down

barriers limiting the capacity of equity-denied communities to have a substantial role as stewards in project scoping and implementation processes.

2. **We center inclusion and equity.** Equity is embedded across all that we do. It informs why we take on projects and initiatives, what those efforts aim to achieve, and how we do our work. We believe it begins with CP Planning ensuring that we work in a way that centers safety, care, and the wellbeing of our team and collaborators.
3. **We encourage open-mindedness and curiosity.** We recognize that leaders across sectors face unique barriers which prevent them from exploring or conducting practices that generate more equitable outcomes. We are committed to collaborating with a diverse range of individuals and communities to identify new practices, build bridges, co-create solutions, and advance the discourse.
4. **We are purpose and impact oriented.** We are deeply committed to delivering high-impact outcomes. We recognize the immense human costs of economic delays to improve conditions for equity-denied peoples and strive to maximize the value of the time and resources entrusted to us.

2.4 Priorities

Availability and accessibility of affordable housing, community, and cultural spaces.

3.0 Human Rights-Based Approach to Planning

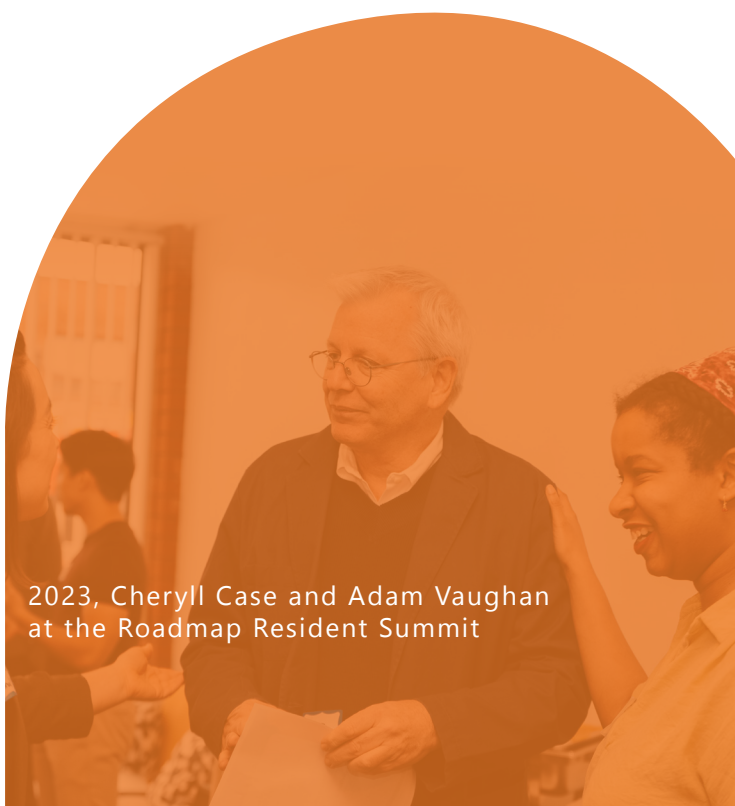
CP Planning operates on the foundational belief that urban planning's responsibility extends beyond the physical space; it is a critical tool to ensure that human rights are met.

Systemic disparities in access to housing, good jobs, and cultural opportunities are perpetuated when racialized communities, women, low-income households, and other equity denied populations are excluded from meaningful participation in planning processes. Such barriers limit their ability to benefit equitably from the management and development of land.

Recognizing these barriers, we have conducted thorough research on the intersection of human rights and urban planning, establishing a human rights-based approach which dismantles entrenched barriers and produces the conditions for systems transformations that improve the living conditions of equity-denied groups. Fundamental resources in this research included those produced by the United Nations, the Canadian Mortgage and Housing Corporation, and the Ontario Human Rights Commission, as well as case studies and case law across Canada and the United States.

A Human Rights-Based Approach to Planning is:

1. shaping understanding of existing contexts through acknowledgement of historic discrimination,
2. prioritizing building the economic well-being and sustainability of equity-denied peoples to have their needs met,
3. building solidarity between socio-economic classes, to nurture collective action and empowerment, and
4. orienting planning processes to remove barriers, ensuring equity-denied people have fair and adequate access to housing, jobs, a decent standard of living, and opportunities for cultural expression.



2023, Cheryl Case and Adam Vaughan
at the Roadmap Resident Summit

4.0 Strategic Directions

The 2024-2027 term will be pivotal for CP Planning as we transition into a recognized community network. Foundational work includes co-designing and delivering high-impact, mission-aligned projects, establishing and strengthening partnerships and movements, and supporting a thriving and dynamic team.

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CP Planning's programmatic offerings will continue to mature and serve public, private, and non-profit sector partners as to embed a human rights-based approach into mainstream planning practices. We will strengthen local, provincial and national capacity, driving the Land Use Planning Economy

to shift towards securing and increasing affordable housing and community space to match the scale of community need. Our capacity to achieve these outcomes will be sustained through actions such as building philanthropic relationships and developing a robust suite of fee-for-service offerings.

Our 2024-2027 Strategic Directions

1. Shift Systems to Improve the Living Conditions of Equity-Denied Communities
2. Invest in Collaborations and Coalitions to Advance the Right to Housing in Canada
3. Increase and Strengthen Community Connections
4. Strengthen Operational Management
5. Build Long Term Organizational Financial Sustainability

4.1 Shift Systems to Improve the Living Conditions of Equity-Denied Communities

By 2027, CP Planning successfully facilitates systems shifts in the Land Use Planning Economy, leading to improved living conditions for equity-denied communities across Canada.

In 2024, CP Planning leads and contributes to efforts to dismantle systemic barriers, ensuring all communities have access to secure and dignified housing and community space. This includes completing the 2022-2024 term of the Roadmap for Redevelopment Plans to Confront Systemic Racism, sharing its insights through diverse channels, and enhancing our digital and managerial infrastructure to support ongoing economic transformation.

In 2025, CP Planning strengthens its capacity to drive systemic shifts by developing strategic policy initiatives in collaboration with philanthropic leaders. These co-developed initiatives leverage our growing relationships with consultants, elected officials, and economic leaders.

In 2026, CP Planning achieves a significant milestone in supporting the transformation of the Land Use Planning Economy as to improve the living conditions of equity-denied communities.

4.2 Invest in Collaborations and Coalitions to Advance the Right to Housing in Canada

By 2027 CP Planning leads or significantly contributes to comprehensive coalition of diverse constituents, coordinating the Land Use Planning Economy to implement the National Housing Strategy's direction for the Progressive Realization of the Right to Housing.

In 2024, CP Planning strategically bolsters collaborations and coalitions with organizations that share our commitment to advancing the right to housing in Canada. Our enhanced internal infrastructure effectively tracks and monitors the progress to realize the National Housing Strategy's direction for the Progressive Realization of the Right to Housing.

In 2025, CP Planning amplifies our impact on housing rights in Canada by implementing systemic engagements and public communications that secures widespread and substantial commitments from non-profit, private, and public sectors to align investments with the human right to housing, strengthening broader community and organizational contributions to the mission.

In 2026, CP Planning continues to be valued coalition stewards by nurturing strong, collaborative relationships where diverse

constituent work together to drive innovative urban planning solutions that achieve human rights-aligned outcomes.

4.3 Increase and Strengthen Community Connections

By 2027, CP Planning is a recognized presence across Canada, amplifying the voices of connected communities through strategic outreach, inclusive engagement, and effective marketing, inspiring shared ownership and celebration that drives meaningful progress toward securing and expanding affordable housing and community spaces for equity-denied groups.

In 2024, CP Planning prepares an external communications and engagement plan to maximize outreach, and strengthen relationships with our community of support, nurturing deeper collaboration and impact.

In 2025, CP Planning implements our communications and engagement plan. This includes the regularization of community socials. These engagements will build upon our community's sense of ownership in CP Planning's success, appreciation, and celebration of our collective successes, generating further enthusiasm to advancing progress.

In 2026, CP Planning increases its media and public engagements featuring diverse community leaders

across our network. This celebrates their practice of solidarity and joy as a cultural method successful in shifting the Land Use Planning Economy towards securing and increasing affordable housing and community space to match the scale of community need.

4.4 Strengthen Operational Management

By 2027, CP Planning's high-impact project management and quality control practices have delivered targeted, meaningful outcomes that maximize the social return on every dollar invested into our organization.

In 2024, CP Planning enhances our internal framework emphasizing clear roles, transparent processes, and high-impact outputs. We refine our organizational structure to better manage project implementation, and celebrate staff excellence.

In 2025, CP Planning refines its performance management systems, providing our team with personalized learning plans that nurtures skill development and leadership growth. We deepen staff engagement in project oversight, building a workplace culture grounded in inclusivity, accountability, and collaboration.

In 2026, CP Planning collaborates with internal and external constituents to co-design our 2027 – 2030 Strategic Plan. We

incorporate lessons learned into new operational frameworks and continue to enhance project management and quality control standards, driving organizational effectiveness and long-term success.

4.5 Build Long Term Organizational Sustainability

By 2027, CP Planning's strong philanthropic relationships and fee-for-service offerings enables the sustainable operation and deliverable of impactful mission-aligned programs and outcomes.

In 2024, CP Planning develops a comprehensive financial sustainability plan, strengthening fundraising capabilities and fee-for-service work while bolstering financial controls and risk mitigation strategies. We cultivate deeper connections with philanthropic entities and high-net-worth individuals seeking to invest in high-impact oriented movements, and further solidify our financial foundation through establishing a fortified trustee relationship.

In 2025, CP Planning leverages insights from the previous year to refine our fee-for-service model, expanding into strategy development and implementation projects. We also aim to raise a significant endowment, enhancing our capacity to deliver transformational initiatives for the land use planning economy to operationalize social solidarity

and the human right to housing. By serving as lead consultants on small- to medium-sized projects and contributing to larger, more complex engagements, we deepen our credibility and market presence.

In 2026, CP Planning targets to have diversified its revenue and channels a minimum of 40% of our procurement to Black, Indigenous, and racialized organizations, reflecting our commitment to removing barriers limiting the economic success of racialized people.

