



Regent Park
Community Health Centre

Strategic Plan

2026-2029

Message from the Board Chair and Executive Director

The Board of Directors is proud to present our strategic plan for 2026-2029.

This plan, developed in close coordination with our management team, and benefitting from significant and insightful input from our staff, provides an opportunity to re-position RPCHC and pursue near-term priorities that will lay the groundwork for the long-term success of the organization.

We recognize that the communities of Regent Park and Moss Park continue to face significant socioeconomic challenges and transformation. We also see the immense capabilities and potential of these communities, and we are committed to overseeing the evolution of RPCHC to meet the evolving needs and aspirations of the communities we serve.



Shiran Isaacksz
Board Chair



Payam Pakravan
Executive Director



Evolution of Regent Park and Moss Park

Regent Park was built up in the 1940s and 1950s as one of Canada's first large-scale social housing communities. Over time, it became home to a diverse community, mostly living in high-density, affordable housing.

The physical and social isolation of the neighbourhood contributed to persistent challenges, leading to a major revitalization initiative that has seen much of the original housing stock replaced over the past 20 years in a new layout with parks, retail and community facilities.

Many original residents have returned to the neighbourhood and have been joined by new community members who together, have made Regent Park and Moss Park a set of diverse, mixed-income neighbourhoods grappling with ongoing challenges, including the impact of displacement, affordability pressures, continuing disparities in health and socioeconomic outcomes, and an ongoing pursuit of deeper social cohesion.



Evolution of Regent Park Community Health Centre

The Regent Park Community Health Centre (RPCHC) was established in 1973 as a community-based, non-profit, primary care clinic to serve the residents of Regent Park.

Over time, RPCHC expanded its clinical services and added programs to support early childhood development, youth education and social supports. RPCHC has continually evolved its services and pioneered new approaches in response to changing community needs, all the while maintaining a strong commitment to supporting the most vulnerable, under-served and marginalized community members in Regent Park and Moss Park.

Today we are proud to operate as an integrated community health centre offering primary care, health promotion, community development, youth academic/employment supports, and early childhood/family programs. Our continued commitment to reducing health and social inequities in downtown-east Toronto is core to our mission and is reflected across our services.



Key Forces Driving Strategy

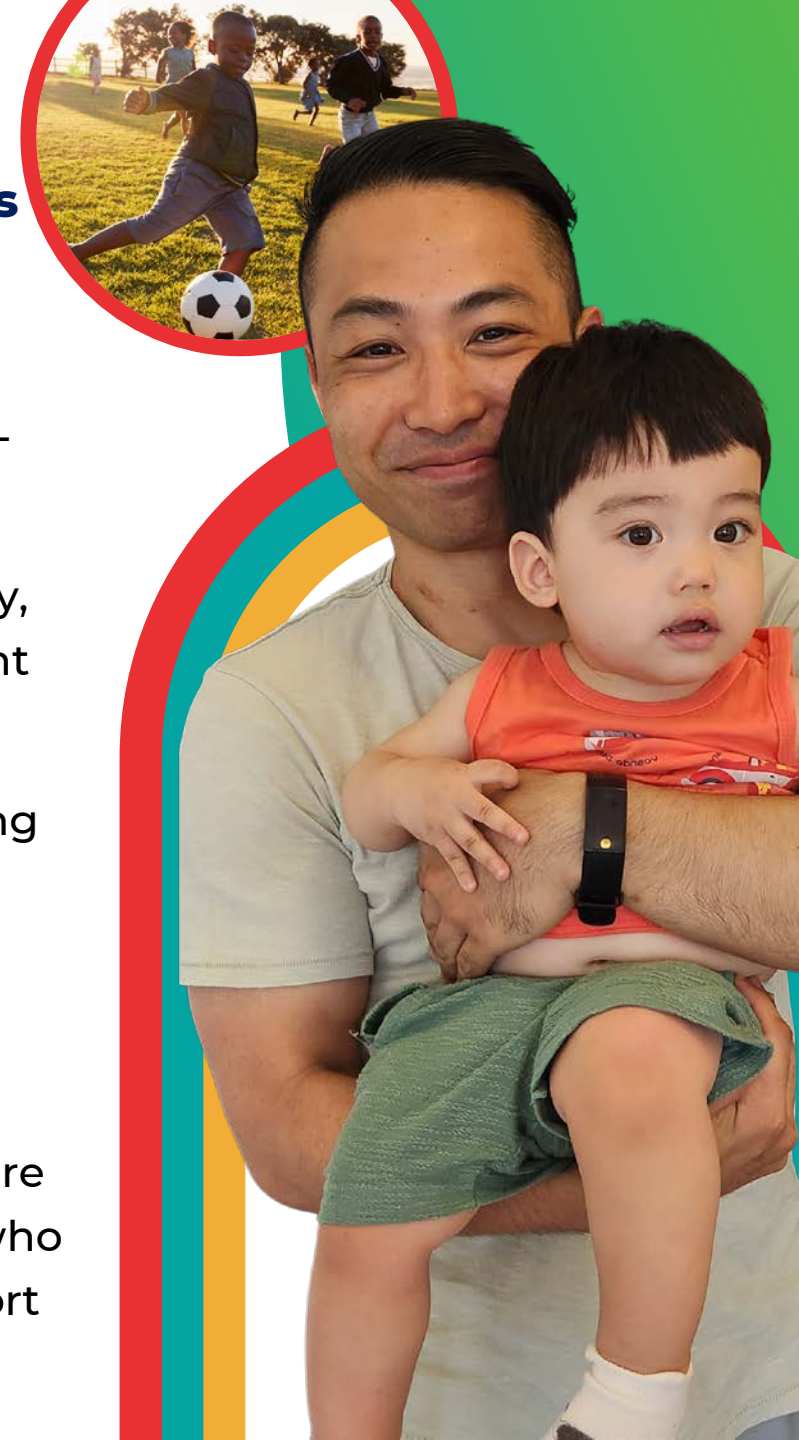
Regent Park & Moss Park are dynamic, multicultural communities shaped by ongoing demographic and socioeconomic shifts.

Regent Park Revitalization: A multi-year, 30 year+ project involving the replacement of the original social housing units with more integrated, mixed-income, mixed-use community buildings, facilities and community spaces

Demographic Change: Rapid growth of the size and density of the community, which continues to be made of up more diverse, immigrant-rich, and transient populations than in other parts of the city

Rising Complexity of Need: Significant and growing health inequities, including some of Toronto's lowest life expectancies, driven by high rates of visible homelessness, housing and income precarity, mental health and addictions, social isolation, and systemic barriers to accessing services

Increased Pressures on Youth: Pressures facing youth people – including increasingly complex academic, financial and social-emotional challenges – are particularly acute for youth from lower-income and immigrant households, who often face additional structural barriers to accessing opportunities and support from stretched institutions



Our Vision:

Equitable health outcomes and social justice for the communities we serve

Our Mission:

We provide comprehensive services to improve health and well-being, and work collaboratively to build healthy communities and reduce inequities.

Our Values:

Integrity: *We commit to being respectful, compassionate and accountable to each other, our clients, community members and partners*

Community ownership: *We build community leadership because our community is strongest when community members identify and advance their priorities*

Equity: *We break down barriers to access, celebrate our diversity, foster inclusive communities, and oppose racism, discrimination and oppression everywhere*

Excellence: *We embrace effective practices, work collaboratively, and create and deliver services that bring the greatest value to our communities*



What we are seeing

What we will do

**Increased complexity
& disparities**

Advance equity-driven care



**Service fragmentation
amongst partners**

**Strengthen our community
backbone role**



**Opportunity for stronger
connections to our community**

**Expand community-based
service delivery and presence**



**Inert & siloed
organization**

**Cultivate organizational
capacity, learning and
integration**



Advance equity-driven population-based care

Objective:

Strengthen RPCHC's focus on achieving equitable health outcomes by prioritizing services and capacity-building for structurally vulnerable and under-served populations.

Actions:

- Increase focus on vulnerable and underserved populations
- Incorporate client voices in program design & evaluation
- Make programs and services more welcoming, accessible, and low-barrier
- Emphasize health promotion, preventative care and capacity-building
- Strengthen partnerships with upstream service providers



Strengthen RPCHC's role as a Community Backbone Organization



Objective:

Evolve RPCHC's role as a convener, connector, and advocate by deepening coordination with cross-sector partners serving Regent Park and Moss Park.

Actions:

- Convene cross-sector partners for collaborative planning and service delivery
- Drive collective measurement, communication and community engagement
- Support and empower community leaders and groups
- Incubate and amplify community-led initiatives
- Advance collective advocacy for social issues impacting community members



Expand community-based service delivery and presence

Objective:

Increase access and impact by delivering services beyond RPCHC's walls and into community settings where people live, gather, and receive other services.

Actions:

- Expand community outreach and build awareness of RPCHC services
- Deliver more services in high density community settings (e.g. social housing)
- Strengthen partnerships with community-embedded groups & organizations
- Increase presence at community hubs and events
- Leverage and support existing community networks



Cultivate organizational capacity, learning and integration

Objective:

Invest in RPCHC's people, systems, and culture to support effective leadership, continuous learning, and more integrated service delivery.

Actions:

- Continue to strengthen organizational culture and staff engagement
- Build capacity in key enabling areas
- Advance integration of RPCHC services through cross-team collaboration
- Invest in staff development, recognition and well-being
- Come together to learn, reflect, celebrate and have fun



Our Long-Term Vision

In 15 years, we will see...

Community members playing key role in governance

Community members have a strong sense of ownership of RPCHC and feel they are driving an integrated care ecosystem that reflects its diversity and honors its strengths.

A strong measure of community empowerment

Community members are engaged in the full lifecycle of RPCHC program delivery and will initiate and champion grassroots initiatives supported by RPCHC.

Integrated service hubs

Community members have easy access to integrated health and social service hubs supported by a web of effective agency partnerships.

