

Terms of Reference

Regent Park Social Development Plan Network

Approved by the SDP Planning Committee on April 9, 2026.

Background

In 2007, the original Regent Park Social Development Plan (SDP) was endorsed by the City of Toronto and the TCHC Board to accompany the physical development that had begun in 2006, with a goal of creating an inclusive and cohesive Regent Park.

Once the SDP was launched, its implementation was tasked to a Stakeholders Table made up of residents, local organizations, resident groups, businesses, developers, and government representatives who live, work and/or provide services in Regent Park. The Stakeholders' Table was established to guide the evolution of the Social Development Plan as a change management framework in the revitalization process, and work collaboratively with a wide range of stakeholders who live or work in Regent Park to support, steer, resource and monitor the implementation and the evolution of the Social Development Plan to achieve its goals of social inclusion and cohesion.

As a change management framework, the SDP is intended to evolve in order for the SDP to continue being responsive to changes within the community throughout the revitalization process. After 10 years into the revitalization, the Stakeholders Table decided that a refresh of the SDP was needed and in 2017-2018 a consultation process was conducted to refresh the SDP. Through the 2018 refresh process, four major focus areas were identified by residents as key components to achieve the goals of the SDP. The Focus Areas are: Safety, Community Building, Communications, Employment & Economic Development. The SDP was organized as a Network composed of the Stakeholders' Table, a planning committee and a working group for each focus area. In 2020 community benefits was included as a standing committee in the SDP's mandate, and in 2024 and 2025, a new Refresh process and a Strategic Plan were completed and additional changes are included in this document.

Goals

The SDP Network, comprised of the Stakeholders' Table, SDP Working Groups, Topic-Specific Groups, the Planning Committee and Subcommittees, has overall goals to engage in projects that create a sense of belonging, inclusion and cohesion to bring Regent Park together as one community and to improve the social environment in Regent Park.

Strategic Directions

- Create a sense of belonging, inclusion and cohesion that brings Regent Park together as one community
- Improve the social environment in Regent Park
- Empower residents and residents' groups to set priorities both within the SDP and for Regent Park
- Have equal numbers of TCHC and Market residents engaged in the SDP

Mandate

The SDP Network has a mandate to:

- Guide the evolution of the Social Development Plan as a change management framework in the revitalization process and work collaboratively with a wide range of stakeholders who live or work in Regent Park to support, steer, resource and monitor the implementation of the Social Development Plan to achieve its goals of social inclusion and cohesion.

Regent Park is one of the City of Toronto's 31 Neighbourhood Improvement Areas. In Regent Park, the SDP is the focus for the Toronto Strong Neighbourhood Strategy—a place-based, equity-based strategy.

The work of the SDP will include but is not limited to the following:

- To foster the success and sustainability the Social Development Plan by supporting the vision of social inclusion and social cohesion with Regent Park.
- To hold equitable participation and leadership of residents and community engagement as critical for a deeper understanding of the neighbourhood to identify and reduce systemic barriers.
- To share responsibility for implementation of the SDP with all stakeholders for a more integrated and comprehensive range of community-responsive services and supports.
- To build community capacity in order to identify and address local needs, leverage assets and find new resources and opportunities for the neighbourhood.
- To make sustainable improvements in community building, communication, safety, and employment and economic development opportunities through developing, implementing, and evaluating Working Group, and Committee action/work plans and ensuring alignment where possible.
- To monitor the implementation of community benefits agreements in Regent Park.

Guiding Principles for Equity and Inclusion

The Regent Park Social Development Plan Stakeholders' Table, its Working Groups, Topic-Specific Groups and Committees encourage and expect the use of words and actions that reflect the inherent value and dignity of everyone. We are accountable to each other, and agree to act in a respectful manner to:



Be inclusive and accommodating of all people—regardless of social standing, economic means, housing type, culture, spirituality/religion, race, age, gender, gender expression, sexual orientation, or ability.



Recognize we are all on the same team—dedicated to the Regent Park community and its wellbeing which requires a focus on the greater good of the community, not just individual interests or mandates.



Activate every opportunity for resident-centred decision making, community engagement, capacity building, and skill development to increase participation with equity-seeking groups.



Encourage full group participation by actively listening, staying open different ideas, and always considering the voices, experiences, and perspectives of those missing or not yet represented at meetings.

To foster a safe and inclusive space, behaviour conflicting with these principles and/or conflict within the group will be addressed by the group members, facilitator(s), and co-chair(s), through the administration of warnings, correction, mediation and reconciliation efforts, as described in the SDP Conflict Resolution and Guidelines documents.

Geography

The boundaries for this work in Regent Park are: the South side of Gerrard St. E., the North side of Shuter St. including The Toronto Women's Housing Co-op, the East side of Parliament St. and River St. including the buildings of 210, 220, 230 Oak St., The Oak Street Co-op, and Sam's Foods.

Membership Criteria

The SDP Network brings together a diverse coalition of voices, experiences and resources which strengthen the wellbeing of Regent Park. Members contribute by participating in the SDP Network, including the Stakeholders' Table, Working Groups, Topic-Specific Groups and Planning Committee (including Standing and Subcommittees).

Members of the SDP Network must be one or more of the following:

Individual Regent Park residents (TCH, Market and Subsidized/Co-ops), including TCH tenants relocated and waitlisted to return, representatives of resident groups/grassroots groups, service providers, organizations, faith groups, government institutions, offices of elected officials, developers and businesses.

Subsidized and Co-op residents are in neither TCH nor Market categories.

Members must reside in or provide services to Regent Park.

Membership records are kept, and updated quarterly.

Members are required to:

- complete an SDP orientation;
- commit to support the SDP mandate and goal of social cohesion and inclusion.

Roles and Responsibilities

Planning Committee:

Coordinates all needed preparation for Stakeholders' Table meetings, monitors and enhances stakeholder engagement, receives updates from the working groups and committees, coordinates working group alignment, and shares decision-making for the SDP with the Stakeholders' Table.

Responsible for coordination and alignment (including project coordination), resourcing, strategic planning (maintaining its ongoing relevance and responsiveness to community needs), monitoring and evaluation of the Social Development Plan, data-management, as well as maintaining the needed reference or action documents to implement the SDP.

Representation from all working groups and committees is required at Planning Committee.

Those attending the planning committee should have a commitment for at least 3 months.

The planning committee will hold a combination of virtual and hybrid meetings to satisfy interests and accommodation needs.

The planning committee can create standing and ad hoc subcommittees, and is responsible for the selection of four RP residents from the working groups to serve on the Community Benefits Oversight Working Group when there is a vacancy.

Standing committees and subcommittees of the Planning Committee:

Standing and subcommittees should follow the SDP Network terms of reference, and the standing and subcommittee's procedures should be consistent with the SDP Network terms of reference (except for differences in the Community Benefits Oversight Working Group).

The planning committee can delegate decision-making to standing and subcommittees otherwise the standing and subcommittees make recommendations to the planning committee.

Standing committees should have a purpose statement (approved by the planning committee), roles within the committee, and create and regularly review an action plan.

Funding Standing Committee

Identification of funding sources for working groups and committees

- Funder relations
- Funding advocacy
- Support endowments
- Funding sustainability

Evaluation and Benchmarks Standing Committee

Measure the SDP's work and generate reports to:

- Show what has been achieved
- Evaluate what actions are effective
- Make available information we need to be aware of when making future action decisions

Terms of Reference and Strategic Planning Standing Committee

- Annually review and revise the Terms of Reference
- Approximately every 3-5 years, do a Strategic Planning process

Subcommittees

The Planning Committee may create subcommittees and ad-hoc committees as needed and set their purpose, role and term length.

Stakeholders' Table:

The Stakeholders' Table is for all stakeholders including residents, resident groups/grassroots groups, service providers, organizations, faith groups, government institutions, offices of elected officials, developers and businesses, and its purpose is engagement, consultation, information sharing, and decision making.

The Stakeholders' Table can change decisions made by the Planning Committee. Decision making items for the Stakeholders' Table agenda must be provided to the planning committee 14 days in advance of the Stakeholders' Table meeting; these items will be included in the Stakeholders' Table agenda and do not need to be approved by the planning committee.

Stakeholders' Table meetings will occur at least every four months (three in total), including one Community Progress Report meeting per year.

Working Groups:

Working groups will lead the implementation of action plans on work related to their focus areas.

The existing four focus areas (Safety, Community Building, Employment and Economic Development, and Communication) of the 2018 Social Development Plan will continue. Each focus area will have one Working Group and any number of Topic-Specific Groups.

As of January 1, 2026, the Communication Working Group's purpose is expanded to include outreach and will now be called the Communication and Outreach Working Group.

Working groups are required to have a purpose statement and create and regularly review an action plan. Working groups are required to follow the SDP Network terms of reference, and the working groups' procedures are required to be consistent with the SDP Network terms of reference.

Topic-Specific Groups (approved at November 2024 Stakeholders' Table):

Topic-Specific Groups consist of residents and organizations who, for one reason or another, do not feel that an existing working group is fully serving their needs and wish to have their own action plan.

Any residents and organizations that operate in RP to improve the social environment in RP and are aligned with social inclusion and cohesion in their many aspects can become a Topic-Specific Group of the SDP. Topic-Specific groups will encourage open membership beyond the initial residents and organizations.

Topic-Specific Groups are aligned with one or more SDP focus areas, are not required to be, but can be, a committee of a working group, and are encouraged to have TCH and Market cochairs.

Topic-Specific Groups are required to have a purpose statement and create and regularly review an action plan. Topic-specific groups are required to follow the SDP Network terms of reference, and the topic-specific groups' procedures are required to be consistent with the SDP Network terms of reference.

The SDP Administrative Assistant's role:

- Support activities of the SDP Stakeholders Table and the Planning Committee by scheduling meetings, recording and distributing minutes to stakeholders, and circulating reminders via email and telephone.
- Support the preparation and distribution of agendas and minute taking during the SDP Stakeholders Table and Planning Committee to ensure actions are documented.
- Organize and update the centralized Stakeholders' Table Google Drive, contacts, and membership database.
- Act as point of contact for members, including support with meeting logistics and accessibility support.

The Conflict Resolution Administrator's role (new in 2026):

- Help members navigate the Conflict Resolution process and help members fill out reports on incidents that will be given to the mediators/conflict resolution resource people.
- The Conflict Resolution Administrator will be appointed annually by the planning committee in September and can be re-appointed for subsequent terms, and the planning committee may also appoint a backup/alternate.

Co-chairs of the SDP Network and its Working Groups:

- SDP Network co-chairs
The Planning Committee will accept two SDP Network co-chairs: two resident representatives from RPNA (one TCH resident and one Market resident). This organization will, for transparency, inform the planning committee of the procedures it uses to select SDP cochairs, and the planning committee can only refuse to accept the cochairs if the procedures were not followed.
- Election of Working Group co-chairs:
 - Working Groups will select at least two co-chairs: resident representatives (at least one TCH and one Market, and may include Subsidized/Coop), and may include representatives from member organizations or agencies to support the resident cochairs.
 - Youth representation in co-chair and leadership roles should be prioritized if possible.
 - Resident co-chairs are elected for a one-year term (October - September), and are available for re-election for a maximum of three consecutive terms.
 - Organizational co-chairs are elected for two year terms, and are available for re-election for a maximum of two consecutive terms.

- The working group may extend co-chair terms if no other candidates are available.
- Group members who would like to explore being a co-chair may request to shadow co-chairs, allowing for mentorship, effective transitions and capacity building.
- If needed, at the request of working group co-chairs, the City of Toronto Community Development Worker (CDW), a representative from a community organization/agency, or a resident will temporarily fill-in as co-chair to support the working group during absence, transition, and role vacancy.
- Co-chairs will:
 - Participate in an ongoing manner in the SDP planning committee, and other committee(s) and/or working groups where necessary.
 - Facilitate agenda-based discussion, resolution, and decision making between participants.
 - Honour the Terms of Reference and keep participants accountable to it.
 - Ensure full group participation which may include facilitating a two-speaker buffer between participants.
 - Identify, mentor and provide 6-month transition support to replacing co-chairs
 - Participate in ongoing training opportunities and skills development for workshop facilitation.
 - Be responsible for the orientation of residents to the SDP and Working Groups.

Organizations, including agencies and grassroots groups:

Participate, be involved in and co-lead the implementation of the actions of the working groups and committees through in-kind and other forms of support. Each organization will be asked to specify what its contribution will be.

- Community Agencies are asked to commit and actively participate in the SDP by providing resources, advocacy, in-kind support, and championing the focus areas by providing staff participation and supports.
- Residents, RPNA, TCHC Tenant Council, Condo Boards, Co-ops, Community Leaders, Grassroots Groups and Faith Groups are asked to commit and actively participate in the SDP by engaging in shaping issues that are necessary to continue to build a cohesive and inclusive mixed income community, supporting the focus areas, and signing up to stakeholder table and working group membership.

Organizations will sign a partnership or engagement agreement with the planning committee.

Developers:

Commit and actively participate in the SDP by providing staffing, resources, in-kind support, investment in infrastructure, and championing the focus areas.

City of Toronto and TCHC:

Commit and actively participate in the SDP by providing staffing, resources, in-kind support, investment in infrastructure, and championing the focus areas.

Government Institutions including TDSB, Police 51 Division:

Commit and actively participate in the SDP, and champion the focus areas.

Elected Representatives:

City Councillor, MP, MPP are asked to commit and actively participate in the SDP by advocating on issues raised by residents, and supporting the implementation of the focus areas.

Visualizing the SDP Network



Decision Making

For Stakeholders' Table meetings

One week's advance notice must be given to decision making agenda items. A minimum of six eligible voting residents (3 TCH, 3 Market) must be present to make quorum. Decision making will be postponed until quorum can be met.

For Planning Committee meetings

Voting is for members who have been to at least one previous meeting. At least half of the voting members on the planning committee from each working group or committee must be residents. The non-voting members can participate in the consensus process, but not the voting process. The planning committee quorum is 4 residents, with at least one TCHC resident and one Market resident, and 1 organization.

For meetings of the Stakeholders' Table, Working Groups, Topic-Specific Groups and Committees

The following decision-making process is led by Stakeholder' Table, Working Group, Topic-Specific Group or Committee co-chair(s) or facilitator(s):

A. Decision through Consensus:

Engage in discussion and compromise, working towards consensus as the primary approach to decision-making, utilizing consensus building methods such as:

- Suggesting alternatives, compromise or middle ground solutions to accommodate
- Building a decision priorities list and undergo a strengths/weaknesses (pros/cons) review
- Identifying a lead to mediate consensus with interested stakeholders outside of meetings

B. Decision by Vote:

If consensus cannot be reached after abundant discussion or due to time sensitivity, a voting process will be conducted. Stakeholders have the opportunity to abstain from voting, or to have their lack of agreement recording in the minutes.

A vote will be conducted using the following steps:

1. Process Review: Present a brief overview of the voting process, and options being voted upon.
2. Identify Voters: Before a vote, all stakeholders must identify themselves as resident or non-resident voters. Each resident has one vote and organizations have one vote. All co-chairs of the Stakeholders' Table and Working Groups also have one vote each. City of Toronto staff and the offices of elected officials are non-voting members.
3. Vote Count & Approval: For a decision to be approved two rounds of voting must take place (double majority):
 - a) majority (51%) of all residents present must vote in favour, and
 - b) also the majority (51%) of all residents (again), grassroots groups and organizations present must vote in favour.No person may vote more than once in a single round.

The outcome of all decisions will be documented in the minutes.

Conflict of Interest

A 'Conflict of Interest' is when a stakeholder may gain from a decision being considered, or may be biased in their decision making ability. Each participant is honour-bound to report all actual or perceived conflicts of interest to the co-chairs, facilitator(s), or group beforehand or at the beginning of the meeting. One of the following actions will be determined by the group:

- Participate fully in the discussion and decision-making with the conflict named and understood.
- Contribute to the discussion, avoid making recommendations and abstain in decision-making.
- Withdraw from the meeting when the issue in conflict is being discussed and decided upon.

Review

The Terms of Reference will be reviewed yearly by the Terms of Reference Committee. Changes will be presented to the Planning Committee for approval.