

SafeTO:

Toronto's Ten-Year Community Safety and Well-Being Plan

July 2021



A MESSAGE FROM THE MAYOR

Diversity Our Strength.

We as Torontonians wear our City's motto as a badge of pride celebrating our rich culture and values as the most diverse city in the world. Yet, systemic inequities are still present that threaten our city's values and work to drive divide. Rather than being able to enjoy and participate in Toronto's prosperity, many Torontonians, particularly those from Indigenous, Black and equity denied communities, must navigate a city where such inequities negatively contribute to their safety and well-being.

As Mayor, I believe it is vital to acknowledge this as we strive to build a 'Toronto for All' and live by our values which see us striving to be the most inclusive city in the world.

We are actively building:

A Toronto that acknowledges and actively works to reconcile the historical and contemporary injustices on the lives of Indigenous peoples;

A Toronto that introduces systemic changes to eradicate racism, discrimination and other forms of marginalization;

A Toronto where everyone feels a sense of belonging;

A Toronto that produces equitable opportunities for residents to participate;

A Toronto where everyone is safe, healthy and well.

I understand this is no easy task, but we at the City are up for the challenge. We have a city of immense potential, talent, and a history of being bold and innovative to address complex challenges.

And we have been steadily been putting into place key building blocks that will help us get there. In recent years, Toronto City Council has committed to a 20-year plan to transform how the City addresses poverty through TO Prosperity: Toronto Poverty Reduction Strategy. Five years into this plan, we've made progress with new investments and new ways of working. Council endorsed the Toronto Action Plan to Confront Anti-Black Racism to acknowledge and uproot systemic anti-Black racism in our systems and structures. Now in our third year of this plan, I am seeing changes in how we understand the effects of anti-Black racism, new partnerships, more diverse

leadership and new opportunities being created for Black Torontonians. We continue to deepen our work to advance reconciliation in our city. And this year, Council directed the development of a new Community Crisis Support Service to support Torontonians experiencing a mental health crisis.

It is for these reasons I am proud to present SafeTO, Toronto's Ten-Year Community Safety & Well-Being Plan. SafeTO builds on these and other efforts. It provides us with another opportunity to be bold, innovative and more collaborative in how we work together to build a safer Toronto by reimagining core elements of community safety through the prioritization of well-being and by inspiring a culture shift in our institutions and our city to pursue a more comprehensive and whole of government approach.

Created with contributions from over 2,500 stakeholders including community residents, the Toronto Police Service, our community partners and City divisions, agencies and corporations, SafeTO recognizes that advancing community safety and well-being is a shared responsibility. The City, cannot do this alone; the Toronto Police Service cannot do this

alone; no one entity can do this on their own. It takes all of us to work together in new ways to improve the lives of Torontonians. SafeTO lays out seven important goals and 26 priority actions that build on existing community safety efforts, leverage our strengths, and respond to important gaps that need new, multi-sector responses to ensure all Torontonians can thrive in our city.

As our city continues to evolve, we must evolve with it. We must create a Toronto that meets the needs of everyone who lives here. SafeTO will help us achieve this. It will deploy all of our people and resources in a coordinated manner and it will make a positive difference well beyond law enforcement.

On behalf of Toronto City Council, I would like to thank staff and the many people who contributed to building SafeTO. Your contributions and the resulting plan will work towards making Toronto a world class leader in community safety and well-being.

Sincerely,

Mayor John Tory



A MESSAGE FROM THE CHIEF OF POLICE

The Province of Ontario has directed that all Municipalities prepare and adopt a Community Safety and Well-Being Plan by July 2021. This is mandated under the Police Services Act and its forthcoming successor, the Community Safety and Policing Act, 2019.

Once the Community Safety and Policing Act, 2019 comes into force, the Toronto Police Services Board will be required to prepare and adopt strategic plans that consider, and are aligned with, the goals of SafeTO; the City of Toronto's Community Safety and Well-being Plan.

To this end, The Toronto Police Service has been an active and willing partner in the development of this plan. I can assure you that we look forward to playing an equally supportive role in its implementation, and ultimately in its successes.

The days of police Services playing strictly reactive enforcement-driven roles with a singular focus on responding to crime and disorder are long gone. The Police Services Act, in fact, mandates our commitment to crime prevention. While the police will, and must, always have a role in reacting to incidents of crime, violence, and disorder, the Toronto Police Service has never been more committed to meaningful community engagement and cross-sector collaboration with intervention and prevention as our top priorities. This aligns exceptionally well with the community safety mission of SafeTO.

As your Chief of Police, I am united with our partner agencies in recognizing that the root causes of community violence, trauma, and injustice are complex and that they extend far beyond the scope of policing. No single sector can effectively address the intricacy, and in some cases the urgency, of community safety and well-being challenges. The Toronto Police Service has much to contribute, but we are one stakeholder in this broader mission. Simply put, complex efforts require a range of expertise, coordination, and collaboration across sectors and community, including city services, health and social supports, community-based organizations, community leaders, and private sector stakeholders.

Even internally, our contributions to SafeTO have not been insular, or developed through a narrow policing lens. On the contrary, the Toronto Police Service, Toronto Police Services Board, our Community-Police Liaison Committees, and Chief Consultative committees have been valued contributors to the development of SafeTO and will be key stakeholders in the SafeTO Governance Structure and Implementation Plan.

SafeTO builds on a number of significant strategies and programs already being advanced by the Toronto Police Service, including our Mental Health and Addictions Strategy, our Gun and Gang Strategy Framework, including the recently-formed Executive Leadership Table, The Way Forward, and our extensive and ongoing efforts with respect to police reform. Neighbourhood Community Officers will also play a fundamental role in the implementation of SafeTO working with residents and community partners to find solutions to community challenges. Moreover, our specialized units and squads that work towards reducing gun violence, gender-based violence, human trafficking



and hate crimes all play a role to advance community safety and well-being. Lastly and importantly, community engagement will continue to be key to our understanding of lived experiences and will be relied upon in our contributions to SafeTO.

The Toronto Police Service has never been more committed to working with the City, other levels of government, health and social services, community organizations, community leaders, and businesses to create a safer Toronto for all. This commitment is critical to our guiding principle, To Serve and Protect.

James Ramer, M.O.M.

Chief of Police

BACKGROUND

Within the past decade, Toronto has strengthened its position as a world class city due to its high quality of life, social diversity, and strong economy.

However, as Toronto continues to grow and evolve, we are faced with challenges. Not everyone gets to equitably participate in Toronto's prosperity. Longstanding systemic inequities continue to divide residents and communities by impacting the ways in which they can interact with each other and participate within our city. These inequities are embedded within our social (health, education, justice), economic, and political systems and have impacts on the conditions that influence the health and well-being of residents. If left unattended, growing inequities in systems, policies, programs and services across Toronto can manifest into complex conditions such as homelessness, food insecurity, poverty, community violence, and crime that severely threaten community safety and well-being for Torontonians, particularly Indigenous, Black and equity-deserving communities.

To ensure a greater equitable experience in how we advance community safety and well-being, it is critical we begin to address the underlying inequities that fuel these conditions impacting Torontonians across the city.

"A different type of Community Safety and Well-Being Plan for a different time." - Mayor John Tory

A SHIFT IN THINKING

Community safety and well-being refers to "the ideal state of a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression."¹ It is responsive to the social determinants of health and many aspects of our social, physical, emotional and spiritual well-being to ensure our basic needs are met and our communities are thriving.

Community residents, advocates, and academics have called for a fundamental shift in the ways in which the City of Toronto thinks about community safety. Traditionally, governments have looked to address community safety issues through a lens of law enforcement and crime, using policing, special constables, and security or by-law officers as the primary response.

An enforcement-only approach to community safety increases barriers and risks for Torontonians, particularly those from Indigenous, Black, and equity-deserving communities, often leading to negative outcomes due to embedded systemic racism.²

A law enforcement lens that embeds a deep understanding of and commitment to confronting structural anti-Indigenous and anti-Black racism, inequity and bias, has its place in responding to community safety challenges. However, even this type of enforcement cannot be the only response, or the default response to community safety challenges. It alone, cannot address root causes, proactively reduce risks, or promote and maintain community well-being. Government services, health services, and education systems acting alone, have also struggled to uproot systemic inequity and to effectively respond to community violence, trauma and injustice.

As such, communities have called on the City to reimagine core elements of community safety and shift from a reliance on reactive emergency response to a culture of prevention. This call looks to address community safety by engaging a diverse range of skillsets, mandates, and resources under the guidance of a shared vision. A key step towards creating this shift in thinking is the development of SafeTO: Toronto's Ten-Year Community Safety and Well-Being Plan.

1. Ministry of Community Safety and Correctional Services - A Strong Safe Ontario - Booklet 3 - Planning Framework | Ministry of Attorney General (gov.on.ca)

2. Ontario Human Rights Commission. 2017. "Under suspicion: Research and consultation report on racial profiling in Ontario". <http://www.ohrc.on.ca/en/book/export/html/21201>

A PROVINCIAL REQUIREMENT TO RE-THINK COMMUNITY SAFETY AND WELL-BEING

Community calls for the City to reimagine community safety have been strengthened by provincial legislation recognizing the complexity of community safety challenges and the need to respond with multi-sector approaches that emphasize social development and prevention. Under the *Police Services Act, 2019* and its forthcoming successor, the *Community Safety and Policing Act, 2019* (which is not yet in force), all municipalities are mandated to prepare and adopt a Community Safety and Well-Being Plan by July 2021. A community safety and well-being plan is a long-term tool to address key social priorities and root causes of crime, social disorder and ill-health, with identified shared goals through

multi-sectoral partnerships. While the provincial legislation provides some direction on the content of the plan, it also allows for flexibility respecting the unique context and needs of each municipality.

The development of SafeTO was based on the Community Safety and Well-Being Planning Framework developed by the Ministry of the Solicitor General and informed by a broad range of sectors including input from City, and the Police Service and Board. The framework is intended to support municipalities in a developing a comprehensive approach to addressing community safety and well-being.

Upstream and downstream programs are equally important and work together to support community safety and well-being. For Toronto to make the shift envisioned by the Provincial Community Safety and Well-Being Planning Framework, the majority of investments need to be focused on developing and/or enhancing programs that fall under social development, prevention, and risk intervention to reduce the reliance on emergency response and strengthen community capacity to promote and maintain safety and well-being.

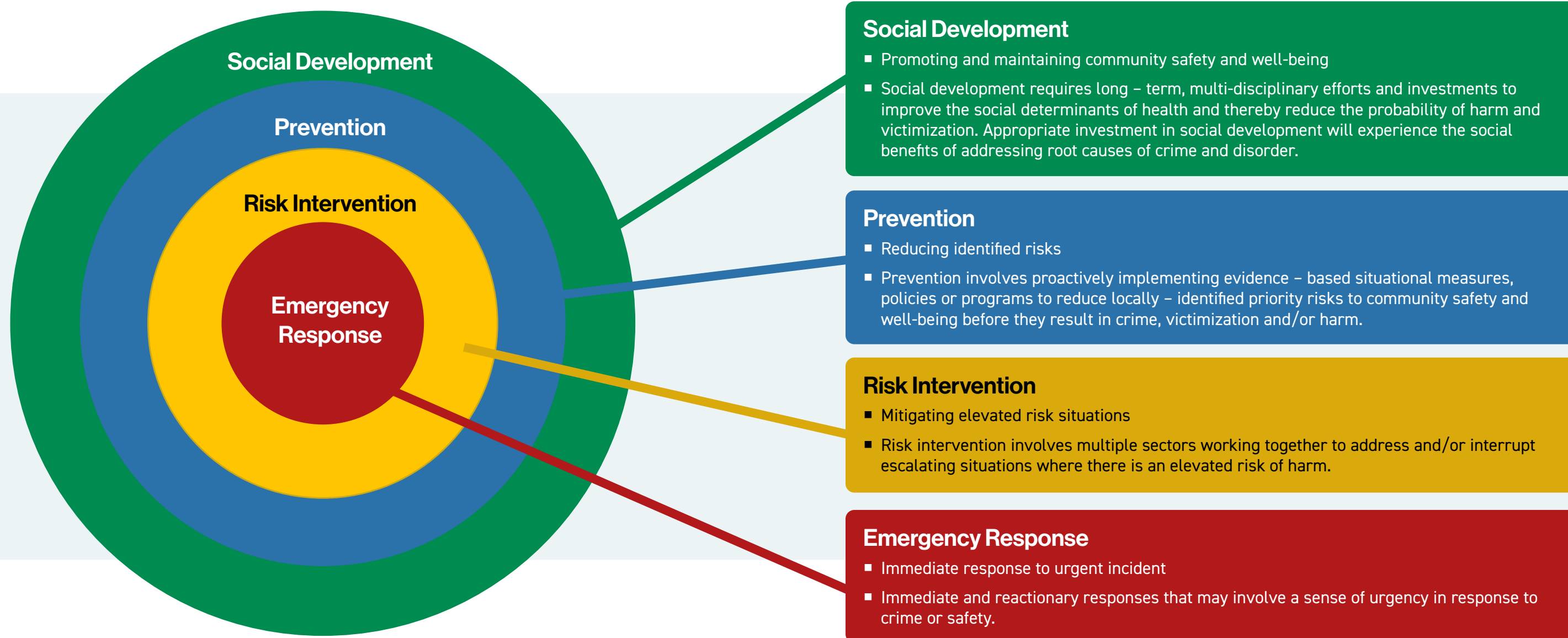


Figure 1: Community Safety and Well-being Planning Framework

WHAT IS SAFETO?

SafeTO is the City of Toronto's comprehensive ten-year plan to advance community safety and well-being. SafeTO builds on years of knowledge and collaboration across City divisions and agencies and in partnership with community agencies, residents, other sectors and other orders of government to provide a roadmap for how social systems that serve Torontonians, such as community services, healthcare systems, education systems, justice systems and police can work collaboratively to support community safety and well-being. By addressing the root causes of conditions that negatively impact community safety and well-being, SafeTO will work to build individual and community resilience, improve services and systems of care, and positively impact the lives of all Torontonians.

At its core, the vision of SafeTO is that Toronto is a safe city that promotes the well-being and celebrates the resilience of residents. To achieve this vision, **SafeTO has six guiding principles:**

EMBED AN EQUITY AND HUMAN RIGHTS APPROACH



ENSURE TRUST, TRANSPARENCY AND ACCOUNTABILITY



BUILD COMMUNITY CAPACITY TO LEAD



DUTY OF CARE



DO NO HARM



BE RESPONSIVE AND ADAPTABLE



WHAT WE'VE HEARD

SafeTO was informed by extensive stakeholder engagement and consultations. From November 2020 to April 2021, staff engaged in a community consultation process. Engagement included population-specific, issue-specific, and geographic-based consultations as well as internal City engagement with 18 City divisions, agencies and corporations. Community consultations were targeted to stakeholders providing services related to or directly experiencing challenges related to community safety and well-being. This was complemented by engagement with subject matter experts, residents and community thought-leaders. In total, over 2,500 stakeholders were engaged, with written submissions also accepted. A public survey was available from March 1-15, 2021 that received an additional 1,500 responses.

Below are a selection of narratives from community consultations used to inform the development of SafeTO's priority challenges and goals.

“The City needs to do better at listening to the community, both community agencies doing front line work and people with lived experience. The City often holds consultations but then never follows through with the suggestions people give.”

“People in crisis outside of our space have no proper infrastructure for interventions outside of criminalizing the person. Someone inevitably calls the police, there needs to be a safe alternative for everyone involved.”

“Vulnerable People go from the hospital to police, then to the streets, or police to the hospital then to the streets, or service agency to police, to jail, from jail back to the streets, then back to police.”

“Decriminalize all drugs and provide safe supply immediately!”

“Implement trauma informed practices at every level, in every department.”

“Access to health care is justice, access to education, is justice and access to City services is a form of justice, stop focussing on criminal justice”

“Economic stability is the long-term plan. If everybody is on the same playing field then there is no desperation for money and compromising to earn money from crime.”

“My Indigenous identity should not be defined by programs and services rooted in colonialism. Indigenous identity matters, our children, elders, ancestors, brothers, sisters and 2-spirited peoples matter. Our identity and culture should be celebrated and embraced through voluntary actions and considerations. Not because they asked.”

“Safety and Well-being is for people to see me and accept me for who I am...I just want to belong.”

WHY IS SAFETO NEEDED? TORONTO'S PRIORITY SAFETY & WELL-BEING CHALLENGES

Based on a review of past and present public consultation data, City staff identified a number of critical challenges to the safety and well-being of Torontonians. The issues are many and complex. Staff analysis revealed four key priority challenges that point to the most urgent root causes of safety and well-being issues in Toronto. These four priority challenges include:

CHALLENGE 1 COMMUNITY TRAUMA

- RATIONALE**
- Communities and neighborhoods that experience higher levels of inequities and/or experience higher levels of violence are most vulnerable to becoming traumatized. Unaddressed trauma can manifest in physical, emotional, and psychological harm creating negative impacts on community well-being, health and safety. Systemic racism and inequity are primary contributing factors of trauma.
 - There is growing evidence that the experience of trauma, multi-generational or intergenerational racial trauma, and early trauma as a result of adverse childhood experiences can cause life-long harm, poor health outcomes and in some cases perpetuate violence.
 - Community consultations amplified the need for the City to prioritize trauma. Recognizing trauma as a contributing root cause and directly addressing the impact of trauma on individuals and communities through culturally responsive approaches can help facilitate recovery from the consequences and manifestations of trauma.

- EXAMPLES**
- Inter-generational and multi-generational trauma as a result of historic harms experienced by Indigenous peoples are often unacknowledged or unaddressed and can result in further traumatization as a result of interactions with systems.
 - Preliminary data from the Office of the Chief Coroner for Ontario demonstrates there was a record high number of confirmed opioid deaths in Toronto in 2020, with a total of 521 fatalities. This represents a 78 percent increase from 2019 and a 280 percent increase from 2015. There has been a notable increase in overdose deaths since the start of the COVID-19 emergency. This has contributed to extensive grief and loss and has had a devastating impact on the family and friends of lives lost and the frontline workers who supported them.

CHALLENGE 2 COMMUNITY VIOLENCE

- RATIONALE**
- Community violence - including gun violence, gender-based and intimate partner violence - has been on the rise in Toronto and was declared a public health issue by the Toronto Board of Health in 2019.
 - The traumatic impact of gun violence in communities is not only experienced by individuals, it is experienced by communities which can contribute to negative long-term health outcomes and can be a contributing factor to the propensity to commit violence.
 - There have been calls to strategically mobilize short-term and long-term actions in coordination with multi-sector partners, community leaders, and residents to interrupt the immediate risks of community violence and continuously work to prevent it.
- EXAMPLES**
- As of May 19, 2021, there have been 119 shootings in Toronto resulting in 46 injuries and 12 people losing their lives.
 - Incidents of gender-based and intimate partner violence are also increasing in Toronto, particularly through the COVID-19 pandemic.

CHALLENGE 3 HARM AND VICTIMIZATION

- RATIONALE**
- Experiencing both immediate and life-long harms or repeated victimization can be a risk factor of complex conditions that threaten community safety (e.g. mental health crisis, substance use, human trafficking, and hate crimes). Continued exposure to such harms can negatively impact the social determinants of health and further exacerbate the risk to equity-deserving communities.
 - Advancing policies and programs to reduce harm and victimization and further understand vulnerability will ensure individuals and communities have access to resources and supports such as victim/witness, psycho-social and other relevant supports that promote community healing while also beginning to address the root causes of these harms.
 - Vulnerability extends to instances of acquired brain injuries and developmental disabilities; the lack of understanding of these issues combined with the lack of appropriate supports presents an increased risk of engagement with the criminal justice system.³

- EXAMPLES**
- The number of hate-related incidents in Toronto has increased by 51 percent in 2020 with clear calls from the community for the City to prioritize efforts to address systemic racism and inequity.
 - Mental health calls to police are occurring at a rate of approximately 85 per day, and 76 percent of all FOCUS Toronto situations respond to mental health issues.
 - Acquired and Traumatic Brain Injuries are another notable concern given their prevalence among populations experiencing homelessness; a study conducted in 2008 found that of 904 people experiencing homelessness in Toronto, 53 percent had sustained at least one traumatic brain injury.⁴
 - In 2020, Toronto Paramedic Services responded to 3,861 suspected overdose calls, including 268 calls involving death. This is a 90 percent increase in the number of suspected overdose deaths attended by Toronto Paramedic Services. Criminalization of people who use drugs and limited access to harm reduction services, including safer supply, contributes to the increase of drug-related overdoses and death.⁵

CHALLENGE 4 INJUSTICE

- RATIONALE**
- The reliance on an enforcement lens continues to perpetuate the over-representation of Indigenous, Black and equity-deserving communities in the criminal justice system. There is a lack of consistency in terms of the application of a community justice lens in the approaches that address the root causes of community safety and well-being.
 - A paradigm shift to restorative justice places the person at the centre and is assessed against the reduced barriers and marginalization of Indigenous, Black and equity-deserving communities' experience of community safety and well-being. There are clear calls from the community to mobilize culturally responsive and restorative practices and reintegration approaches

- EXAMPLES**
- Nearly one out of every 15 young Black men in Ontario experienced jail time, compared to one out of about every 70 young white men, and incarcerated Black people were more likely to live in low-income neighbourhoods. The reliance on an enforcement lens continues to perpetuate the over-representation of Indigenous, Black and equity-deserving communities in the criminal justice system.
 - Between September 2018 and October 2019, Toronto's Metro West Court-house received approximately 306 youth cases from 23 Division and 312 from 31 Division. Taken together, 23 and 31 Divisions account for over 40% of all youth cases seen at the Metro West Courthouse.
 - Despite making up only 4.1% of the population in Ontario under age 15, Indigenous children represent approximately 30% of foster children.⁶

The priority challenges identified here are all interconnected. SafeTO's goals may address multiple priority challenges and capture other aspects of community safety and well-being beyond these challenges.

3. McIsaac, et. al. 2016. "Association between traumatic brain injury and incarceration: a population-based cohort study. CMAJ, 4(4), 746-753. <https://pubmed.ncbi.nlm.nih.gov/28018890/>

4. Hwang, S. et. al, 2008. "The effect of traumatic brain injury on the health of homeless people". CMAJ, 179(8), 779-784. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2553875/>

5. Toronto Board of Health Report. June 3, 2021. Toronto Overdose Action Plan: Status Report 2021. Toronto Overdose Action Plan: Status Report 2021

6. Ontario Human Rights Commission. 2018. "Interrupted childhoods: Over-representation of Indigenous and Black children in Ontario child welfare". http://www.ohrc.on.ca/en/interrupted-childhoods#_ftnref38

TAKING A PUBLIC HEALTH APPROACH TO ACHIEVE SAFETO

Approaches focused on the social determinants of health -- the economic and social conditions that influence individual and community differences in health status - are effective at preventing community violence, vulnerability and the risk factors that negatively impact communities. SafeTO will use a public health approach to achieve its goals as it recognizes the interconnectedness of complex conditions and mobilizes a wide range of evidence-informed interventions to respond to these conditions while monitoring the results from upstream prevention efforts to advise ongoing investments and system reform. The SafeTO public health approach includes:

1. Defining the Problem
2. Identifying its Causes and Risk and Protective Factors
3. Developing and Testing Prevention Strategies
4. Ensuring the Widespread Adoption of Effective Strategies

In applying this public health lens to advance community safety and well-being, SafeTO will advance seven goals with a total of twenty-six priority actions. These include:

- **Reduce Vulnerability**
- **Reduce Violence**
- **Advance Truth and Reconciliation**
- **Promote Healing & Justice**
- **Invest in People**
- **Invest in Neighborhoods**
- **Drive Collaboration & Accountability**



For a comprehensive overview of the SafeTO goals and priority actions please refer to Appendix 1

SAFETO GOALS AND PRIORITY ACTIONS

GOALS	1. Reduce Vulnerability	2. Reduce Violence	3. Advance Truth and Reconciliation	4. Promote Healing and Justice	5. Invest in People	6. Invest in Neighbourhoods	7. Drive Collaboration and Accountability
WHAT	Reduce harm and victimization through proactive mental health and vulnerability support strategies, life stabilization, community-led crisis support models, and collaborative risk-driven approaches.	Implement dedicated strategies to prevent and reduce gun violence, interpersonal violence, gender-based and intimate partner violence through strategic and timely coordinated efforts across communities and systems with a focus on violence prevention, intervention, interruption, response and recovery	Advance actions and recommendations in the Path to Reconciliation report that improve community safety and well-being for Indigenous Peoples and advance Indigenous-led community safety and well-being priorities.	Transform the City to embed trauma informed, responsive and specific services, approaches and tools that are grounded and directed by a thorough understanding of the complete impacts of trauma, adversity, racism and violence on people, families and neighbourhoods.	Strengthen Support for families, children, youth and adults through investment, skill development and increased access to services and opportunities.	Develop responsive and accountable place-based approaches to address the social, cultural, physical and economic environments that impact neighbourhoods and public spaces.	Reimagine core elements of community safety and wellbeing to build the necessary structure to use multi-sector data, evidence and lived experience to respond to immediate need, enhance collaboration, inform service planning, advance policing and law enforcement reform, and integrate investments.
PRIORITY ACTIONS	1.1 Enhance Multi-Sector Mental Health and Vulnerability Supports	2.1 Develop a Comprehensive Multi-sector Gun Violence Reduction Plan	3.1 Advance Indigenous-Led Community Safety and Well-Being Priorities	4.1 Become a Trauma-Informed and Responsive City	5.1 Engage Residents and Build Community Capacity to Lead	6.1 Embed Transparent and Accountable Monitoring and Reporting Practices into Integrated Place-Based Planning	7.1 Develop a Comprehensive Strategy to Share, Integrate and Analyze Data Across Multiple Institutions for the Purpose of Informing Real-Time Policy Development and Service Planning
	1.2 Implement Life Stabilization and Service Navigation Supports	2.2 Develop a Comprehensive Gender-Based and Intimate-Partner Violence Reduction Strategy	3.2 Develop an Implementation Plan to Guide the City's Response to the Calls for Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls	4.2 Embed Anti-Racism and Human Rights Based Approaches into Policy Development and Service Planning across all City Divisions, Agencies and Corporations	5.2 Enhance Programs and Services that Promote Child and Family Development and Well-Being	6.2 Add more Safe and Culturally-Accessible Community Spaces and Advance Indigenous Place-Making	7.2 Advance Policing and Law Enforcement Reform
	1.3 Embed the Community Crisis Support Service as a Well-Resourced, First-Response Service City-wide	2.3 Strengthen Community Crisis Response Protocols to Better Support Victims and Communities Impacted by Violence	3.3 Strengthen Meaningful Engagement with Indigenous Organizations and Communities by Leveraging Lessons Learned on Relationship Building	4.3 Strengthen Access to Community Justice by Prioritizing Culturally-Responsive Reintegration and Restorative Practices, including Justice Centres	5.3 Invest in Youth Outcomes to Ensure Equitable, Positive Youth Development	6.3 Implement Place-Based Economic Empowerment and Development Approaches	7.3 Strengthen Multi-Sector Collaboration through Partnership and Integrated Investments
	1.4 Strengthen, Align and Expand Capacity of Collaborative Risk-Driven Approaches to Reduce Risk of Harm and Victimization						
	1.5 Advance Strategies, Programs and Services that Reduce Harm Related to Substance Use						
					5.4 Increase Equitable Access to Supports for Seniors	6.4 Enhance Local Cultural Development	7.4 Develop and Implement Robust Communication Approaches to Advance SafeTO Goals



WHERE DO WE GO FROM HERE? MOVING FORWARD

Advancing community safety and well-being is complex. It requires a range of expertise and collaboration across sectors and community. SafeTO: Toronto's Ten-Year Community Safety and Well-being Plan, represents a fundamental shift in the way the City thinks about community safety and well-being by refocusing efforts on prevention and addressing the root causes of issues that negatively impact community safety. The Plan calls for a comprehensive ten-year movement to make clear impact on the priority challenges of community trauma, violence, harm and victimization, and injustice, and builds a city that promotes the well-being and celebrates the resilience of residents.

SafeTO will empower strong collaboration and multi-sector leadership to respond to this unifying vision for community safety and well-being in Toronto. SafeTO provides a roadmap for how the City and social systems that serve Torontonians, such as community services, healthcare systems, education systems, justice systems, police and business, can work collaboratively across different sectors and across governments to support community safety and well-being. It requires integrated provincial and federal investments to enable key actions to start, be scaled, and be sustained. SafeTO requires us to think differently, work collaboratively and do better for Torontonians.

In order to have impact, an implementation plan is needed to turn SafeTO from a promise into action. A strong SafeTO Implementation Plan requires details about the structures and steps necessary to advance SafeTO's goals and priority actions. To develop this SafeTO Implementation Plan, City staff, working in partnership with key stakeholders, will build off the key insights identified through the research and community consultations conducted.

Along with timelines, accountabilities, and intended outcomes for all priority actions, the SafeTO Implementation Plan will include:

- An Investment Approach to guide resources where needed most;
- A Governance Structure to support multi-sector collaboration and accountability;
- An Intergovernmental Strategy to leverage and engage Provincial ministries, Federal departments, and other cities in driving change for Torontonians; and
- An Indicator Framework to ensure we can measure impact, invest in solutions that work, and know we are making a positive difference in the safety and well-being of Torontonians.