SafeTO Community Consultation Summary

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SECTION 1 | what is SafeTO?

SafeTO is a comprehensive Ten-Year Community Safety and Well-Being Plan that reimagines core elements of community safety and well-being in order to shift our paradigm from a reliance on reactive emergency response to a culture of proactive prevention.

Purpose of Consultations

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:

- Community Trauma
- Community Violence
- Harm and Victimization
- Injustice

The SafeTO consultation process focused on what SafeTO should prioritize by exploring how existing community safety initiatives were responsive or not responsive to the identified priority challenges, what people were struggling with in regards to community safety and well-being, and what gave them hope. The consultation process also explored how the City could better engage them through SafeTO. .

Who Was Consulted?

From November 2020 to April 2021, City staff engaged in an extensive community consultation process. Engagement included population-specific, issue-specific, and geographic-based consultations as well as internal discussions 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.

Throughout the consultations, City staff heard that despite the engagement that was completed, there is further opportunity for more consultation throughout implementation of SafeTO. Community stakeholders requested that staff continue to engage them throughout the SafeTO implementation process to ensure transparency and accountability. These requests have influenced the guiding principles and goals of SafeTO.

This document provides a high-level summary of stakeholder feedback and learnings to address the identified SafeTO priority challenges. Feedback received through the consultation process informed the development of seven SafeTO strategic goals: Reduce Vulnerability; Reduce Violence; Advance Truth and Reconciliation; Promote Healing and Justice; Invest in People; Invest in Neighbourhoods; and Drive Collaboration and Accountability. This summary report has thematically grouped insights under these goals.

SECTION 2 | SafeTO Survey

The SafeTO survey ran from March 1-15, 2021 and was promoted through existing City and partner networks, on the City's website, and through social media. In total, the survey received 1,500 responses. The survey asked 38 questions across the following four thematic areas:
1. Needs for Well-being
2. Needs for Safety
3. Priorities for Well-being and Safety
4. Community Assets and Resources

Information gathered from the survey was used to inform the development of the SafeTO Plan and will inform development of the SafeTO Implementation Plan. The following is a high-level summary of the results of SafeTO survey.

Needs for Well-being

For those that completed the survey,
- 53% were satisfied with their current state of well-being and 24% were unsatisfied
- 70% of people's needs were met in their community and 30% were not
- 52% know where to get support to meet their needs, 49% of people rely on family friends
- 30% of people did not have what they need in their community to meet their needs
- 27% of people do not know where to get their needs met

Barriers to Well-being in Neighbourhood	Who would you reach out to improve your Well-being?
52% - Lack of Stable Housing 46% - Lack of Crisis Mental Health Supports 43% - Lack of Economic Opportunities 17% - Lack of Harm Reduction Services 15% - Lack of Culturally Responsive Supports	77% would seek input from family and friends 53% would seek the support of a community service 28% would seek the support of community member 19% would seek support from faith communities 8% did not have anyone to turn to

Needs for Safety

How do you feel walking alone in your neighbourhood?	What defines a safe neighbourhood for you?
36% Reasonably Safe 30% Somewhat Safe 19% Very Unsafe 15%Very Safe	69% - Feeling safe to live, work, travel 56% - Feeling economically safe 63% Feeling minimal concern for your physical safety 48% Feeling your beliefs, values and identity are safe in your neighbourhood

Priorities for Community Safety and Well-being

Violent Crime
27% percent of individuals were impacted by a violent crime.   33% of those individuals did not contact police but sought alternative levels of support compared to 25% who called 911. 22% of people took no action at all.   38% of those impacted by an incident felt that they did not have access to support versus 26% who did. The top support mobilized was: 51% - Support from Family Members   51% - Support from Community Members   33% - Mental Health Services   33% - Greif Counselling Support Services   21 % Cultural Services

What are the most important Community Safety and Well-being Issues in the Neighbourhood?	Which of the following areas do you think are important in addressing violence in Toronto?
49% - Mental Health 46% - Housing and Homelessness 42% - Crime 41% - Discrimination and Racism 35% - Community Violence	66% - Housing Affordability 61% - Jobs and Economic Opportunity 60% - Youth Programs 54% - Violence Prevention 53% - The Education System and Improving Academic Outcomes

Community Assets and Resources

Which of the following resources do you identify most with?	What support do you think that your community needs?
79% Family Friends	62% Violence Prevention Services
59% Recreational Space	52% Programs for Youth
36% Services in the Community	50% Better Living Conditions
19% Faith Community	49% Recreational Spaces
11% Ethno-Cultural Community	45% Economic Opportunities

SECTION 3 | Reduce Vulnerability

SafeTO will reduce harm and victimization through proactive mental health and vulnerability support strategies, life stabilization, community-led crisis support models, and collaborative risk-driven approaches

The following is a high-level summary of themes of vulnerability that were surfaced through the SafeTO consultation process.

Housing and Homelessness

- A contributing factor to the risk vulnerable populations face raised across the consultations was the lack of access to safe and affordable housing, including challenges with long waitlists for affordable housing. The need for supportive housing to help the most vulnerable stay housed was raised consistently throughout the consultations.
- Stakeholders recommended the City review current assessment tools for supportive housing to better identify high-need or high-risk individuals and the supports that they require.
- Access to stable and affordable housing was cited as a core issued connected to the escalation of risks faced by vulnerable residents that can contribute to criminalization. There were calls for enhanced services within Toronto Community Housing Corporation (TCHC) communities.
- Stakeholders recommended that Toronto shelter standards be updated to reflect the new hotel programs and new services implemented, including health and harm reduction measures. Additionally, participants urged the City to treat the hotel programs as transitional housing programs rather than shelter programs.
- Eviction prevention programs are in high demand. Both SPIDER and EPIC were pointed to as positive models working to prevent evictions.
- Several consultations made reference to the City's "encampment situation". Stakeholders called for the City to apply a rights-based approach that includes the provision of increased health, safety and sanitation services in and around encampments, complimented by a moratorium on encampment evictions. Groups in support of those staying outside called for updated City policies and procedures to respond to encampments.
- Participants from this sector frequently commented that Streets to Homes was not resourced to provide adequate follow-up for many of the high needs clients who are recently housed, which leads to these clients returning to the streets.
- Many frontline workers who partook in the consultations identified challenges with Shelter, Respite and Hotel programs frequently restricting quests from services, turning them out into the streets or encampments.
- Some individuals identified daytime drop-in programs as a pivotal part of the response to homelessness but are that these programs are not regularly considered part of the strategy. The coordination efforts of the Toronto Drop-In Network was identified as a best practice.
- New SSHA-implemented data reporting through an online dashboard was identified as a positive development that is transparent and that enhances community service planning to better respond to the needs of homeless individuals.

Mental Health and Mental Illness

"The City needs to distinguish between mental health and mental illness. Mental health tools can be provided to communities to increase awareness and reduce stigma. When responding to mental illness, the City and the Province must address that the system is set up to victimize or label people to access mental health services. This flaw can reduce a person's ability to access services, which can damage relationships and further isolates vulnerable populations. Untreated mental illness results in interactions with Police, which can escalate the situation. Lack of access and poor service is at the root."

- Challenges related to mental health featured heavily across consultations. Waitlists and the lack of prompt services, particularly for vulnerable communities, was the most commonly raised issue.
- There is a distinct need for culturally responsive mental health supports within Indigenous, Black and racialized communities.   Calls for alternative and non-police, culturally responsive mental health crisis intervention programs were consistent across all consultations.
- Many stakeholders pointed out that a lack of preventative, early intervention tools and coordination across system partners was leading to compounding mental health problems and unnecessarily escalated situations that could be prevented.
- Investment in a coordinated mental health and substance use system is needed in order to create a comprehensive and coordinated response for dual diagnosis. A lack of access to health services and other preventative approaches exacerbates issues faced by people experiencing mental health and substance use challenges.
- Multiple stakeholders struggled with trying to prevent the criminalization of complex individuals.
- Parents, communities, faith-based organizations, businesses and peers play a significant role in having conversations about mental health. Providing tools such as psychological first aid and mental health literacy training to residents and businesses will reduce stigma and empower informal supports within communities.
- Multiple stakeholders called for a drastic increase in mental health and substance use services. For mental health, the demands centred around more on-site and neighbourhood-based supports that are easy to access, especially in times of crisis. For addictions, the demand for more spaces for detox, withdrawal and rehab was raised.
- Participants noted that grief, loss, and bereavement supports are needed not only for community but also for frontline staff working in the sector. Frontline staff are experiencing direct and vicarious trauma and have limited access to mental health or other supports.
  - *"Between the 14th and 25th five people died within the community and within the last 2 days I found 3 dead bodies in two days while on outreach. There is no space to grieve or take a break between people passing, it is constant, EAP is not accessible and there is no support."*

Harm Caused by Substance Use
- Overdose prevention sites and safe injection sites were highlighted as examples of successful programming that need to be expanded urgently. There were calls to coordinate them across 24-hour 7 day a week availability combined with increased outreach, engagement and enhanced safety measures in the surrounding communities.
- The expansion of safe supply programs was also raised - both the effects on crime and individual health and safety were discussed. The push for more safe supply programs and treatment supports, and education about what they are and how they work, were vocalized by a wide range of participants, including harm reduction workers, policy staff, law enforcement and people who use drugs.
- Participants called for the decriminalization of drugs for personal use but voiced that the pathway to decriminalization needs to be thoughtful and guided by a diverse set of stakeholders representing the communities most affected. Stakeholders noted that the response to the overdose epidemic needs to be a health-based response aimed at saving lives by mobilizing the most appropriate health-led interventions.
- Participants called for adequate resourcing for prevention approaches, safe supply, treatment, rehabilitation and harm reduction services.

- Coordinated data-driven overdose response and recovery supports to deal with the devastating grief and loss in the community was identified as a gap. There were requests for the City to further its role in providing backbone coordination support in partnership with community partners to coordinate the mobilization of harm reduction, prevention and grief, loss and bereavement supports.
- Participants raised concerns that there is little understanding about the impact of the use of meth and that there is no strategy or plan that deals with the long lasting impacts of meth. Participants stressed that work in this area is something that the City and other service providers should be planning for.
    - *"There is a large cohort of individuals that have acquired brain injuries as a result of Meth use which increases an individual's risk of becoming criminalized."*

Developmental Disability (DD), Acquired Brain Injury (ABI) and Traumatic Brain Injury (TBI)

"Police or other human services can apprehend someone with Developmental Disabilities or Acquired Brain Injuries 4 or 5 times, mostly because there is a lack of bed space. People are then discharged with no plan to outpatient programs they don't know how to access, so the system encounters them again and again."

- One of the most revealing areas of the consultations was around acquired brain injuries (ABI), traumatic brain injuries (TBI), and developmental disorders (DD). These highly complex disabilities are often not recognized or understood by City, housing, justice and police services, resulting in judgement, unfair treatment, homelessness and incarceration.
- Dual diagnosis can further increase the risk due to a lack of services and long waitlists. Several participants noted dual diagnosis as a challenge due to the exclusion of those with ABI or TBI from addiction treatment programs given the complexity of the services that they require.
- The inconsistent use of effective screening tools for ABI, TBI and DD's was a notable concern and was encouraged as an opportunity for the City to pursue. Referrals such as housing have streamlined processes that could be modified to better support this population. City programs could inspire widespread adoption of screening tools by implementing them across programs. The adoption of such tools could connect people to the services they require, raise awareness and be a source of data to respond to system issues.
- Participants raised the need for training and awareness of the barriers and challenges those with acquired brain injuries or traumatic brain injuries face when interacting with services. Participants identified the Everyday Behaviours Tool, a two day training, as a useful resource.
- Participants called for the City to partner with the Acquired Brain Injury Network and the Developmental Service Provider Network to increase capacity of City services to better support this population and to identify how the City can mobilize to respond to these issues.
- The lack of discharge planning from hospitals was specifically noted as a concern, often resulting in homelessness or other risks to health and safety. Some providers called for the circle of care to be reviewed to include the referral source as part of discharge planning.
- Specialized supportive housing for those with ABIs, TBIs, or DDs was raised in consultations as a solution, noting that without appropriate supports individuals are ending up homeless with little capacity to navigate the shelter system.

Human Trafficking

- Participants called for a public health approach to human trafficking that uses evidence-informed approaches to respond to vulnerable individuals who are exploited. By leveraging the full scope of the resources available to confront the problem across a diverse set of stakeholders through a comprehensive survivor informed approach, the City and its partners can better respond to this issue.
    - *"When people think of human trafficking, it is not public health that they think of. It is usually law enforcement as this is who traditionally has taken the lead. But a law enforcement approach is a reactive one whereas public health is proactive. Criminal justice focuses on catching and prosecuting perpetrators and referring victims for services. This happens, however, after harm has already occurred. Public health, on the other hand, stresses primary prevention, or initiatives to prevent the root causes of why some people are vulnerable to exploitation in the first place. Both the criminal justice and public health approaches to trafficking are crucial. Public health can no more run- down criminals than law enforcement can address the complex structural and social determinants that feed vulnerability to exploitation. Both are necessary and both are insufficient without the other."*
- Participants vocalized that human trafficking, specifically forced sexual labour, and consensual sex work are different but often conflated. Distinguishing between the two is essential for developing clear public policy objectives and effective implementation. Understanding the difference is also necessary to avoid undermining the safety and well-being of people engaged in consensual sex work. Grouping these issues together can result in a misunderstanding of the issues.
- Participants expressed an inconsistent understanding of the role of policing. Some of those consulted called for the reallocation of Police funding towards grassroots and community groups. Others wanted a deeper understanding about the role that the police play in addressing human trafficking and how groups can come together to reduce the exploitation of vulnerable individuals and better support victims/survivors.
- Participants voiced that human trafficking approaches need to be comprehensive and connected to gender-based violence and violence reduction strategies. Primary efforts should be on prevention and survivor support. However, human trafficking approaches also need to factor in the traffickers who can be connected to street gangs, organized crime groups and individuals identified on the Sex Offender Registry List. These individuals pose a significant risk to community safety, and have a propensity to engage in violence that can impact the whole community.
- Participants suggested the City could play a stronger coordination role to make connections across services, enhance data collection and analysis, and lead inter-governmental advocacy.
- Municipalities across the country need to coordinate across jurisdictional boundaries to better support the needs of victims who are moved throughout the country.
- Participants spoke about the need for the City, youth serving agencies and school boards to build the capacity of youth programs to better understand and prevent human trafficking. Participants raised concerns that often larger institutions do not want to acknowledge that recruitment and trafficking is happening in their programs and institutions.
- Participants spoke about the necessity of empowering and investing in peer centred organizations that are survivor-led to have the best results.
- Calls for training of police and by-law officers on trauma-informed practices, bias and supporting victims was requested consistently throughout consultations.

- o *" An educational strategy in which all levels of the authorities and programs get sense on those issues related to labour trafficking, to prevent the re-victimization of those who have been subject of labour trafficking and exploitation."*
- Public education campaigns aimed at building awareness, reducing stigma and reducing victimization related to human trafficking need to be ongoing and play a role in schools
- Education campaigns for parents must be prioritized to reduce stigma and raise awareness.

Sex Work

- Participants told us that human trafficking and legal, consensual sex work are often conflated and require separation to look at workers' rights while still enabling supports for those who are preyed upon. Grouping these issues is dangerous, infringes on human rights and can further victimize individuals. Participants also felt that the "anti-trafficking agenda" is backed by groups who stigmatize women and transgender individuals who turn to consensual sex work as a means of economic independence. Those consulted raised the need for the decriminalization of sex work due to its adverse impact on individuals, particularly racialized, newcomer and LGBTQ2S populations.
  - o *"Decriminalization and empowering sex workers to organize and define their safety and addressing the stigmatization in the media is the best thing that you can do to stop sex trafficking."*
- Participants told us that there is no "either/or" when it comes to legal sex work. They shared that anti-trafficking policies and applicable by-laws can push sex workers underground into unsafe situations. This in turn increases victimization and experiences.
- Participants expressed that services should be available to everyone who needs them, but raised situations where individuals have to victimize themselves in the way they were forced to describe their life situation in order to receive services. There were also examples shared of victims turning to organizations for help only to be turned away due to stigma or organizational anti-trafficking policies.
- Stakeholders consulted feel that sex worker organizations with the appropriate means could run their own supportive housing and victim support services driven by lived experience. Transitional housing would radically transform the way that organizations could support people and empower them to leverage other assets to maximize support.
- Sex worker organizations perceive that they are excluded from funding processes as a result of supporting sex workers.
- Participants expressed that City by-laws dictating the lack of cameras, closing times and locked doors increased unsafe situations in holistic centres and for individuals working in those environments.
- Participants felt that supports for businesses were inconsistently applied during the COVID-19 pandemic response and that sex workers were targeted. Many holistic centres could not remain open but were required to renew their licences and those who work in the adult entertainment industry are required to keep paying for their licence. This is in direct comparison to other industries, including the taxi industry, who received additional forms of aid.
- Participants felt that by-law and policing powers were used inconsistently and were often driven by anti-Black or anti-Asian racism and bias with no avenues to pursue complaint or accountability. Participants indicated that there is mistrust between sex workers and police due to the historic harms that anti-trafficking policies have enabled. Participants felt that this can be repaired with de-stigmatization and education.

SECTION 4 | Reduce Violence

SafeTO will 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

Reduce Gun Violence

Specific consultations were centred on gun violence response and recovery, gun violence intervention and interruption and gun violence prevention. Below is a high level summary identifying the needs, gaps and opportunities identified in the consultation process related to the goals of system coordination and how to include and build on the lived experiences within communities.

- Participants articulated the need to be intentional in naming gun violence as disproportionately impacting Black youth, families and communities. Participants recognized gun violence as a product of anti-Black racism poverty, bias in education systems, and a lack of equitable social and economic opportunities for Black youth in their communities. Participants also stressed that although gun violence impacts Black communities, it is not *synonymous to* Black communities. Many Black residents, thought leaders, parents and youth contributed to consultations sharing existing ways their communities are mobilizing to build resilience and address the systemic harms that are at the root of gun violence in Toronto.
- Participants spoke about the need to modify strategies to respond to those at the greatest risk of gun violence. Identifying new business practices, information sharing and mobilizing multi-sector intentional interventions must drive the work ahead.
- Consultations reinforced that achieving violence reduction in Toronto requires building strategies on a continuum so the approaches are inter-connected and complementary.
- Community members expressed the need for an increase in communication and outreach by service providers in their communities.
- Participants felt that they lacked knowledge of system coordination and the system partners involved in response strategies. They urged the City to develop a coordinated network between the City, TCHC, TPS, which clarifies roles, responsibilities related to gun violence response.
- Participants felt that recovery should address exposure to gun violence through accessible community building and healing-centred engagement after incidents occur.
- Parental supports should be safe, free of judgement and provided in the context of systemic barriers and harms that disproportionately impact their capacity to supervise, and build relationships with their children.
- Participants felt isolated from interventions that are mostly led by system partners, leaving limited opportunity for resident leadership and community-based solutions and knowledge. Leveraging the ability to work together with local lived experience combined with City and health teams to deescalate conflicts was suggested as a priority for SafeTO.
- Enhancing resident capacity and developing avenues for residents to be involved in decision making, and planning processes was identified as an important element of any response.

- There is a lack of economic, and social engagement opportunities for youth in their communities that provide alternatives to crime and violence.
- Interventions are often late and risk factors, that drive interventions often to not reflect the complexities of challenges or the nuance to understand those challenges when dealing with equity-deserving groups, primarily Black youth.
- There were calls for the City to invest in social media strategies aimed at intervention, interruption and prevention. Participants felt that the service system must embrace social media in new ways.
- Participants felt that there is a lack of adequate and long-term investment in neighbourhoods, programs and community spaces. Community assets that are place-based and activated by residents such as culture and arts, recreational spaces, community gardens must be enhanced to create community connectedness and belonging.
- Poverty and a lack of economic stability in families is a root cause of violence that must be addressed through direct investments to families living in neighbourhoods experiencing heightened levels of violence.
- Services are competing for funding which hinders their capacity to collaborate and provide programming that reaches youth.
- Long-term funding for violence prevention programming is required for sustainability, to properly align with evidence and best practices, and to enhance impact.
- Prevention strategies must recognize the systemic anti-Black racism that is disproportionately impacting Black youth and increasing their vulnerabilities to gun violence.
- Collecting race-based data and trends that can monitor and support the reduction of violence that Black communities' experience is important.
- Culturally specific supports must be prioritized in order to reach and connect Black youth to reduce the harms of anti-Black racism and restore a sense identity and belonging to community.
- Multi-sector collaboration which includes internal accountability, commitment responsibility and trust is needed across community services, education, justice, police and housing sectors to ensure information and knowledge is shared for prevention purposes.

Reduce Gender-Based and Intimate Partner Violence

- Participants identified that safe and accessible shelter spaces and affordable housing options for women fleeing violence are limited in Toronto which contributes to the risk they face. Survivor-centred supportive and affordable housing are vital.
- Participants spoke of the challenges they face when leaving abusive situations as a result of eligibility criteria, lengthy applications and costs. Combined with the disruption of an abusive situation, this can cause further harm and in some cases result in homelessness, financial instability or returning to violent situations.
- Victims and survivors are expected to leave their housing due to the lack of Safe at Home interventions and strategies that keep women in their homes and exclude the abuser from the home. Safe at home supports can be combined with culturally appropriate services and homelessness prevention strategies including legal protection orders, home security upgrades, rental supplements and supports for the perpetrator.
- Participants spoke highly of the collaborative risk-driven approaches championed by the City of Toronto, United Way and Toronto Police through FOCUS. There were calls from community to use the infrastructure from FOCUS to develop multi-agency intervention approaches for high-risk cases of gender-based or intimate partner violence.

- Survivor-centred approaches that are outside of police and led by grassroots community groups were consistently referenced in consultations due to their ability to be responsive to local need and be nimble to respond to the changing needs of victims. There were multiple suggestions for the City to increase funding to enhance the capacity of grassroots organizations.
- Participants spoke of the importance of enhanced coordinated data collection and data use strategies to enhance service planning and responsiveness to gender-based and intimate partner violence. It was suggested that data could be consistently collected through existing City intake and engagement processes and by partnering with the Assaulted Women's Helpline. Data could be used by organizations to develop responsive evidence informed programs, and could be used by the City to conduct neighbourhood planning, inform transit mapping considerations and to respond to system issues.
- The development of multi-sector gender-based violence or intimate partner violence strategies should be included in the design of gun and gang reduction and human trafficking strategies because they are often inter-woven.
- Inter-generational trauma as a result of cycles of harm, racism and exposure to violence must inform interventions at all levels. City services and Police must demonstrate that they understand trauma and acknowledge that uninformed actions can re-traumatize people.
- Language barriers consistently reduce the ability of those in need to access services.
- Participants called for intentionality in the way that gender-based violence and intimate partner violence is included in the implementation of SafeTO. The implementation must include a gender equity framework, measures to address poverty reduction and economic empowerment and increased awareness of the support available for victims and survivors.
- Participants highlighted that education on the process for reporting gender-based violence and intimate partner violence could be enhanced, noting a potential role for City communication channels.
- The need to confront toxic masculinity was commonly raised in consultations.
- Gender assumptions was another area that participants felt contribute to harm and victimization. In some cases, assumptions can pose barriers to women leaving violent situations and can reinforced by law enforcement and City supports.

Victim Supports

- Participants expressed that enhanced collaboration, information sharing and service integration is required across victim serving agencies, City Services and the Province. Specific protocols that enable integrated service delivery should be advanced with input from those with lived experience. It was noted that Victim Services Toronto and the City's Community Crisis Response Program are currently co-developing a coordinated victim crisis response protocol. Many participants expressed their support of this but encouraged the process to be expanded to include incidents of gender-based violence, intimate partner violence and human trafficking.
- Participants expressed that many services for victims are short-term and do not meet the long-term needs of victims. Dealing with grief, loss and trauma is long-term and often after the short-term services have expired, victims and their families are triggered by anniversary dates or other life moments with nowhere to turn to for support. Empowering and investing in grassroots groups within the community is something that was expressed that could help address this challenge. Groups like Mending the Crack in the

Sky, Communities for Zero Violence and United Mothers against Violence Everywhere were identified as having played a fundamental role mobilizing in the community to address community safety issues and in leading advocacy efforts to better support communities. It was recommended that all funders empower this kind of mobilization.

- Access to safe and affordable housing or emergency shelter spaces for victims was one of the most consistent elements identified, with supportive housing specifically raised as an intervention that could stabilize victims and their families. The waitlist for housing and the lengthy process for priority transfers were identified as barriers that can contribute to unsafe conditions for victims. Participants also raised that the Province of Ontario needs to play a role in coordinating housing transfers across municipalities for people who are at the greatest risk.
- Participants raised financial supports as a consistent challenge for living victims of crime, their families and families of homicide victims. Costs such as funerals, childcare, medical supplies, and transportation prevent victims and their families from being able to care for themselves or recover. Some felt that this was exacerbated by the provincial download of the Criminal Injury Compensation Board to local victim service organizations whose capacity became stretched as a result. Many participants identified that the Criminal Injury Compensation Board was not perfect but helped.
- Emergency transfer for victims of violence, particularly women, are critical. Participants noted the potential for victims to end up homeless when trying to flee violent situations, or the potential to return to violent situations which increases the risk of serious bodily and psychological harm.

SECTION 5 | Advance Truth and Reconciliation

Indigenous Engagement

A combination of one-on-one discussions with residents, agencies, and service providers were conducted, along with two open community consultations with Indigenous communities in Toronto. An additional youth specific survey was conducted in partnership with ENAGB Indigenous Youth Agency that engaged 171 Indigenous youth between the ages of 12 – 29 from across Toronto.

Consultations reinforced the need to build on existing City and Indigenous-led strategies, including:

Current City Strategies to Build On:
- Toronto Indigenous Health Strategy
- Toronto Indigenous Overdose Strategy
- City of Toronto's Response to the National Inquiry into Missing and Murdered Indigenous Women and Girls
- Indigenous Place-Making
- Ravine Strategy
- Indigenous-Led Mobile Crisis Support Pilot

City Strategies Under Development:
- City of Toronto Reconciliation Action Plan

Toronto Aboriginal Support Services Council:
- Toronto Aboriginal Research Project 2.0
- Tkaronto Indigenous Prosperity Plan

Below is a high-level summary from the consultations:

- The biggest act of advancing community safety and well-being for Indigenous Peoples the City should prioritize the continued action to advance Truth and Reconciliation and make its efforts available publicly through dashboards so community can monitor, track and participate in ongoing efforts.
- Truth and Reconciliation is often grouped with equity and diversity efforts and should be separated. While efforts to combat racism are critical in many communities who are continuously victimized by inequities, including Indigenous communities, Truth and Reconciliation is about Indigenous sovereignty. Both must be addressed but the distinction is important. Allies must work with Indigenous communities to deconstruct racism and colonialism.
- There should be continued Indigenous leadership and knowledge in program and investment design to ensure they are responsive to Indigenous needs and that there are intergenerational teachings, knowledge transfer and healing incorporated.
- Indigenous place-making efforts that enable ceremony in City spaces including parks and City facilities should be prioritized to ensure that there are places to safely gather and celebrate culture. Indigenous place-making efforts also provide an opportunity to provide education on Indigenous culture and should have an Indigenous governance model.
- Indigenous people often do not have access to spaces to practice cultural healing and learning in their neighbourhoods. Safe accessible spaces for Indigenous youth was identified as a priority.
- In enhancing the City's efforts to become trauma-informed and responsive, the City must work with Indigenous leaders to reflect the true impact of historic harms and the negative impacts of intergenerational and multi-generational trauma.
- Service coordination through the Toronto Aboriginal Support Services Council (TASSC) is critical and the City should continue to work with TASSC and seek their advice.
- Culturally rooted, trauma-informed programs should be prioritized and designed with community.
- Investments from other levels of government are disconnected to the urban Indigenous experience and do not factor in the movement of Indigenous people between other parts of the country to Toronto. The City could play a role in advocating for inner-city Indigenous agencies given the role they play in supporting people within Toronto and across the country.
- Funding flexibility was enhanced through the COVID-19 pandemic response and could be used to innovate existing funding programs to make them less burdensome for agencies.
- Providing quality virtual engagement opportunities requires technological equipment that many organizations do not have access to. Investment in these areas should be considered so that Indigenous agencies can effectively engage and reduce harm in a virtual environment.
- Participants raised challenges with funding "gatekeepers". Participants noted that money that is intended for Indigenous communities should be provided to the community to manage funds as needed.
- There are existing recommendations to advance the calls for Justice for Missing and Murdered Indigenous Women and Girls that the City can move on and that should be factored into SafeTO.
- Human trafficking prevention, intervention and exit strategies should be designed to include safety considerations for sex workers.
- Culturally relevant mental health services should be prioritized and led by qualified Indigenous organizations that include rapid access case management.

- Indigenous-led alternatives to policing mental health responses are critical.
- The Toronto Indigenous Overdose Strategy needs to be invested in and fully implemented.
- Indigenous-led child welfare reform processes should be rooted in prevention, connected to HousingTO plans and complemented by community supports.
- Culturally rooted reintegration wrap around models for those leaving incarceration are needed.
- Enhanced legal supports for those engaged within the Justice system are needed.
- It is important that Indigenous representation is increased within the Police service. The Toronto Police Service needs to build stronger relationships with Indigenous communities.

SECTION 6 | Promoting Healing and Justice

SafeTO aims to 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. Below is a high-level summary from the SafeTO consultations.

Community Trauma and Healing
- Trauma or the importance of trauma-informed services was commonly raised in the consultations. Trauma was used to describe a variety of adverse experiences faced by individuals and communities. Participants identified that trauma and how it manifests can change based on who an individual is (race, age, gender), where they live in the City (neighbourhood, public space) and their interactions with systems (whether systems support them or not). Participants further identified that entire communities can become traumatized if unsupported. Participants were supportive of identifying a common framework to deepen the City and its partners understanding of trauma.
- Although "trauma informed" was a common thread, participants identified that deep work has to be done to ensure that our systems are responsive to trauma. Participants identified that training parents, businesses and community workers in psychological first aid and other tools enables a strong community support mechanism. Participants cautioned that if we don't respond to trauma that the consequences can be devastating, contributing to health issues, addiction challenges and increased risk of violence.
  - *"A number of adversities and stressful events can accumulate into trauma impact and have devastating consequences for individuals or communities."*
- Participants confirmed that by understanding trauma and shifting our culture to be responsive to it can enable better outcomes for individuals and communities. It was also suggested that accessing and addressing trauma in this way can increase community resilience.
  - *"Police require more Trauma informed training on the development of an abused person's brain to ensure they are no longer re-traumatizing that persons looking for support. 3 months at the police college isn't enough."*
- Healing centred engagement came up as a practical way to be informed and responsive to trauma but to move beyond it by encouraging healing, growth recovery and inspiring resilience. City staff were encouraged to include this methodology in the design of a trauma-informed City model.
- Participants spoke regularly about Adverse Childhood Experiences (ACEs) and the devastating impact that they can have on the health and well-being of individuals and

community. Participants encouraged the City to empower parents and families with the tools to address ACEs. Participants also recommended that the City include the ACEs survey within existing data collection programs and partner with agencies that have implemented the approach to integrate their findings with City data.

Youth Justice

- Respondents indicated that information-sharing between systems and the community is lacking and that justice institutions, the City, and communities should collaborate to share knowledge and resources. Several respondents pointed to the Human Justice Services Coordinating Committee (HSJCC) as a model of success within the adult justice system. The Youth Justice Network could provide the building blocks for collaboration based on the HSJCC model. It was suggested that City services could play a role in achieving enhanced coordination.

- Navigating the justice system can be challenging. Improved coordination and information-sharing were suggested as means of mitigating this challenge. City services could be leveraging lessons learned within the courts to advise on investments for prevention based programs and effective referral pathways from the court to community supports.

- Respondents suggested that the youth justice system could be improved by building after-care and transitional supports into the system. Although many youth in the justice system incur charges after their 18th birthday, there is little communication between youth and adult justices systems and few, if any, formal programs exist to support young people at this transitional stage.

- Support for youth transitioning from custody and detention to the community is lacking. Participants also brought up the need for culturally responsive reintegration services. Although not currently operational, Redemption Reintegration Services was named as an effective Afrocentric approach. Participants encouraged the City to apply an anti-Black racism lens to programs and services focussed on reintegration.

- Many participants spoke of the impact of young people being removed from school as a result of criminal charges.

- Participants want more emphasis on a treatment-centred approach to youth criminal justice, using individualized case management plans that include the young person's family. Individualized treatment and the inclusion of family leads to better outcomes.

- Participants would like to see the courts make greater use of alternative measures. City services such as the Toronto Youth Partnerships & Employment program and other youth outreach programs could support building appropriate connections.

- Respondents would like to see more culturally relevant programs and services. Inconsistency in funding and program delivery was highlighted.

- Respondents felt that schools should play a greater role with youth who are at-risk or justice-involved. There is little in the way of identification and support for youth who are struggling and not enough coordination between schools and the courts. Participants suggested that the City should play a convening role to bring the right services to the table.
  - *"They put my name and face on the news when I was charged and when I went to school everyone knew! No one offered to help and I became known for my charges."*

- Schools and service providers could collaborate on alternative dispute resolution or restorative justice mechanisms to avoid court involvement.
- Culturally responsive services were raised regularly in the consultations.
    - *"The African Canadian Legal Clinic was an important on-site service for African and Black youth. Redemption Reintegration Services was an afro-centric approach to reintegration. These types of supports are needed back in the courts."*

Adult Justice

- Meeting the basic needs of those being released from detention centres was the most commonly identified area of need in the adult justice sector. Respondents stated that poor release planning is a regular feature of the justice system, as a result of the lack of coordination between the courts, detention centres, community agencies and the City. Participants cited examples of individuals being released from institutions at late hours and without basic needs met (e.g. no suitable clothing, no food, harm reduction supplies and no place to go). Respondents shared that jurisdictional issues between provincial and City entities create a void that leads to nobody taking responsibility for these issues. As a result, individuals end up homeless. Participants actively called on the City and province to coordinate reintegration approaches.
- Participants noted that when there are attempts to coordinate discharge planning there are often no services available making it next to impossible for individuals to access life stabilization supports or meet the conditions of their release. Participants called this "the cycle".
    - *"Individual gets released, they have no supports, and they end up in an encampment, hospital or back in custody because they never met their conditions. Then the process happens again and we put them in front of a judge to make them talk about the system failure as if it was their fault. They never had a fighting chance but always promise to do better."*
    - *"There is no discharge planning. 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- but there are no supports or adequate communication on any of these discharges or transfers and people get stuck, not helped. It just gets worse for everyone."*
- There is a lack of housing in the city, especially for those who or in transition from the justice system to the community. In some cases this is a contributing factor to why individuals are engaged in the justice system to begin with. Many services designed to meet basic needs (food, clothing, shelter, primary health care, etc.) have high barriers to access and are complex to navigate. Those who require these services typically do not have the means to navigate these complexities. Some participants suggested that correctional facilities are a substitute for housing at specific times of the year. For some individuals in the consultations, it was a known fact that low level offences would increase in October as a means of having somewhere to be for the Christmas holiday season, with a meal and bed.
    - *"Pre-Covid, if you offended after October, then you run the risk of not getting a bed in the cell and would be put on the mat on the floor, close to the toilet, so timing is critical."*
- An underlying theme of the consultations was the need for a greater focus on prevention and early intervention for issues that can evolve into criminal justice concerns. Respondents also indicated that programs focused on diversion from the court system should extend beyond the youth system.

- The concept of trauma-informed court rooms was raised in multiple consultations. While some felt the concept was not possible, others thought there might be potential if it was grounded in building capacity and could be co-designed between community, the City and the Ministry of the Attorney General. The Downtown East Justice Centre provides an opportunity to test this model with care given their attempt to look at the individual not just the offence.
- The issue of systemic racism was raised throughout the consultations. In particular, respondents indicated that anti-Black racism plays a role in individuals becoming involved in the justice system.
- Participants spoke about their perception of anti-Black racism within the justice system,
  - *"All you have to do is be a six-foot Black man, and you'll be arrested".*
- Participants noted that even without a criminal record, they felt that they were treated as criminals. Many described feeling they had been "written off."
  - *"You can have a criminal record with no criminal record."*

Hate Crimes

- Participants noted that it is important that the City focus on systemic rather than the anecdotal incidents.
- Participants identified that education and awareness related to incidents, impact, and frequency, is important. There is no current response and the City can play a preventative role.
- Participants identified that the City has to demonstrate its good will and build relationships with communities that are most affected, especially with such a drastic increase in the number of hate-related incidents.
- Participants identified that the City can respond to the impact of hate crimes and racism on children who have witnessed parents being targeted and harassed.
- The City should explore alternative data collection at the community level to learn more about the impact of hate crimes.

Section 7 | Invest in People

Vulnerable Seniors

- Additional programs and services that support vulnerable seniors in crisis are needed. Participants highlighted the important role of programs such as the Crisis Outreach Support for Seniors program and noted that there needs to be more programming like this available.
  - *"Not enough support for seniors with ABI or Developmental challenges getting supportive housing. Not enough hospital beds to transition these people into a bed."*
- Stakeholders also mentioned policies that put undue hardship on seniors, such as the need for seniors to pay for their own mental healthcare and capacity assessments, which many will refuse or are unable to pay the high amount for. There was mention of creating a "Seniors Advocate Office" that could function in the way the Child's Advocate office does.
  - *"Seniors whose families are not involved are treated differently than when children are abandoned by their families. In both cases, it is a vulnerable group that has been left to fend for themselves. Perhaps a Seniors Advocate to connect or hold families accountable."*

- Participants identified home supports as a mechanism for preventing harm for vulnerable seniors but are concerned that there are not enough of these services available, nor is there sustainable resources for existing programs for comprehensive follow-ups. Services identified included laundry, grocery shopping, housekeeping, hoarding and pest supports and in-home health services. These services were mentioned as some of the most critical in preventing acutely elevated risks. The focus on prevention and maintenance would not only be a large cost-saving measure, but provide positive health and social outcomes.
  - *"Housekeeping services for helping seniors with housekeeping, groceries, and other personal care needs. Cleaning, laundry and food are such essential services to keep quality of life. If this service was expanding, as it is the Toronto Seniors Helpline most requested services. This can keep seniors out of hospitals, just checking in on someone a few times regularly."*
- Participants identified that seniors have become further isolated throughout the pandemic. Inter-generational peer outreach models and vulnerable person's registry lists were suggested as areas that would benefit.
- There were calls to increase the capacity of frontline workers to better understand the abuse of older adults.
- Some participants noted that they didn't know where to access information and resources regarding service delivery. There was a recommendations to develop centralized access portals complimented by outreach and education.

Supporting Families
- Participants identified that skill building at the local level is an essential support. Building the capacity of communities to take care of themselves by providing psychological first aid training, active listening and other parenting skills can enhance a community's ability to care for one another.
- Poverty and a lack of economic stability in families is a root cause of violence that must be addressed through direct investments to families living in neighbourhoods experiencing heightened levels of violence.
- Investing in families was a key idea raised by participants. Participants felt that families are the "core system" and prevention strategies need to extend beyond parenting. If parents, older siblings or family members are adequately supported with jobs, income, access to better transportation and food security, youth and children are not exposed to simply surviving.
- The concept of "thriving" was a theme identified related to investment in families, to ensure that root causes are addressed and the circumstances in which children and youth grow and live are transformed. This is a preliminary step that is broader and less targeted than current approaches that focus on supporting families of youth involved in violence. Instead, contextualizing neighbourhood levels of poverty, income and the impact this may have on generations is the catalyst to investing in families at early stages.
- Participants spoke about a number of Mother's groups such as Mending the Crack in the Sky, Communities for Zero Violence and Regent Park Mothers of Peace and the important role that they play in coming together to support one another and confront gun violence. Mothers are at the forefront of the fight to address gun violence in Toronto, and their leadership indicates that communities are self-advocating for greater systemic commitments to violence reduction.
- A number of participants spoke about the gap in supporting children and caregivers together. Serving the family holistically can strengthen outcomes.

- Participants also felt that children are often left behind in the process of recovery. While many urged for more targeted family supports, a lack of children's mental health and counselling supports was recognized as a large service gap.

Supporting Youth
- Youth consulted challenged the City to invest in new ways that create opportunities locally. "Young people are interested in experiential learning. Gen Z is thinking out of the box and have demonstrated that we can take down the system on line. We want experience and that is how we learn"
- Participants challenged the City to invest in their ability to lead by building their skills, building their ability to participate in decision making processes. Participants told us that they want to contribute but their skills are not used and their neighbourhoods are stigmatized.
    - *"The media and the City is not fair to all communities, why are they not talking about drug use or domestic violence in wealthy neighbourhoods. They don't promote the amazingly talented youths from our communities who are on Tiktok, Instagram and YouTube telling their stories and sharing their talents. Instead, our neighbourhoods are used as clickbait for people in the City to feel good about themselves if they have set up a program or to point the finger at when something is wrong."*
- Participants encouraged the City to meet young people where they are at and to use pop culture and social media as tools for engagement.
- Participants identified the community healing project as a noteworthy intervention because it invested in creating young leaders and gave them the tools to support other young people.
- Participants noted that even without a criminal record, they felt that they were treated as criminals. Many described feeling they had been "written off." One participant stated that "you can have a criminal record with no criminal record."
- Participants recommended creating a culturally appropriate services for Black Torontonians in order to address anti-black racism, which characterizes the current experience of youth in the city. The need for positive role models and mentors was identified as a way to help young people navigate systems.
- Participants felt that the City should be increasing access to youth spaces, programming and relevant opportunities to prevent engagement with the justice system and reducing the interaction with it once people have been engaged. Some participants described the justice system as ruining young people's lives.

Resources
- While multiple investments were noted as being needed, the most universal demand was for an increase to Ontario Works and Ontario Disability Support Program to keep up with the skyrocketing costs of living in Toronto, Several stakeholders also raised that a Guaranteed Living Income (not just a "basic" income) on top of these supports is urgently needed in Toronto.
- Another common thread was that frontline staff salaries and wages are far too low and this, coupled with low benefits and the impacts of the COVID-19 pandemic, is resulting in high burnout which creates inconsistency for the vulnerable populations being served and the agencies supporting them.

SECTION 8 | Invest in Neighbourhoods

Develop responsive and accountable city wide and place-based approaches to address the social, cultural, physical and economic environments that impact neighbourhoods and public spaces.

Economic Development and Business

For many years there has been a growing recognition that community safety and well-being and economic development are inextricably linked, not only from the perspectives of individuals and households, but also from the perspective of quality of life in neighbourhoods and cities. As part of the development of SafeTO, the City partnered with the Downtown Yonge Business Improvement Area to explore the relationship between community safety and well-being and economic development, by examining the inter-relationship, risks and impacts if the two are not in sync and how effective partnerships between the public and private sectors can contribute to building safe and inclusive neighbourhoods.

The City and the Downtown Yonge BIA, with the support of Humber College interviewed 35 businesses across the City representing 17 Business Improvement Areas (BIAs). Additional consultations were held with the members of the Toronto Business Improvement Association, Downtown Core BIAs, economic development experts, and subject matter experts about safety considerations for businesses and emerging opportunities for partnership. Below is a high-level summary of the key themes identified.

- Businesses identified that economic development and community safety are linked and have a "push and pull" relationship; perception of a safe neighbourhood have more likelihood of pulling people and opportunities into a neighbourhood and as a result economic opportunities can thrive and community safety and well-being will be enhanced. However, if one the areas is experiencing challenges or a neighbourhood is perceived to be unsafe, then there is the potential to push opportunities and people away from the neighbourhood which can negatively impact economic development and business.
- Businesses across the city have been experiencing an increase in unsafe situations and in some cases violence due to escalating or erratic behaviour. Participants identified that it is often related to substance, intoxication or perceived mental health challenges. Although this was identified as a trend across the city, the severity increases in the downtown core. In many cases, businesses did not know where to turn to for help and were concerned about the health and safety of staff who do not have the skillset or training to deal with these situations.
- Participants identified an increase in break and enter incidents that leave costly damages and impact insurance costs. Some participants identified that they felt the increase was due to the large amount of businesses that remain closed or have ceased operations as a result of the COVID-19 pandemic, creating a sense of urban blight and attracting increased vandalism and other elements that could, without the appropriate supports, have an impact on local businesses and the neighbourhood.
- Some businesses noted an increase in public drug dealing and drug use that raised health and safety concerns due to discarded needles and the potential for violence.
- The increase in encampments was another notable concern for businesses closer to the downtown core. There was a genuine concern for those living outside and requests for

the City to increase outreach, health and sanitation supports. Some business have been mobilizing support for encampment residents in partnerships with local service providers but commented that it is not sustainable. Some participants spoke about increased violence in encampments as well as in and around establishments, break-ins, thefts and weapons being found. In some cases participants witnessed customers get threatened and others expressed that they had not felt safe close to businesses.

- Businesses spoke of increased costs related to increased health and safety measures (security guards, cameras, locks, increased staff, signage, gates etc.), repair costs for damaged or broken infrastructure and increasing insurance rates.
- Participants spoke about community belonging, high pedestrian traffic, good relationships with neighbourhood police or community outreach officers, good lighting, clean environments and beautification projects contributed to a sense of safety. Participants also spoke about relationships within the community and capacity building projects that were led by the City and Downtown Yonge BIA.
- Strong cultural activities that create healthy avenues for expression, define a communities identify and transform the physical environment were identified as mechanisms that can enhance safety and well-being.

Place-Based Planning

- Participants identified the demand for more place-based and community-led programming and funding that identifies and empowers Indigenous, Black, and racialized community champions (especially the ones we don't immediately recognize) and recognition of local knowledge. Participants asked for these considerations when forming working groups, task forces and accountability tables for SafeTO. An equity lens embedded in SafeTO was raised as important.
- Participants spoke about the existing networks, local planning tables and safety committees that are City-supported as effective mechanisms for place-based mobilization. However, participants raised concerns that there is little accountability associated with the action plans. Participants recommended that the plans be made public and published on the City website so they can be tracked and updated. Community groups also called on the City to fully commit to actions within local plans and to actively engage residents on the impact of these plans.
  - *"Sometimes it feels like senior institutional leaders don't know local plans exist. When something bad happens, there is a lot of attention and we build another plan with the same incomplete actions as the last plan."*
- Participants encouraged SafeTO to build on existing assets and strengths within communities.
  - *"Communities are vibrant and have leaders/culture within them that should be invested in to strengthen local leadership. People need to feel empowered to engage and to lead."*

Community Space

- Recreation centres, schools, youth lounges, community hubs and libraries were all identified as important "community spots". Participants identified that the City could look at increased accessibility for grassroots groups to use them. In some examples, local permitting processes or insurance was a barrier to access. Effective partnership between the City and grassroots groups to increase local access was an opportunity identified.
- Safety audits were identified as an effective tool for assessing the safety of public spaces by identifying deficiencies such as lighting, overgrown foliage, poor sight lines

and other factors that can create unsafe environments. Participants spoke about the importance of training residents to conduct safety audits.

- Participants raised concerns about the lack of accountability for the actions coming out of safety audits. Some safety audits are conducted by a number of stakeholders including the City, Toronto Police Service, Toronto Community Housing and METRAC a community based organization. Participants identified that multiple City divisions participate in conducting the audits but were unclear in who was responsible for the follow up and where to find actions that have been completed. Participants recommended having an online portal that monitors and tracks safety audits.
- Indigenous Place-making was consistently brought up throughout consultations. Participants identified that existing processes limited their ability to gather for cultural ceremony.
- Participants engaged identified that access to shared public space including parks can improve safety and well-being by creating access to recreation, meeting places for friends and opportunities to know your neighbours. Stakeholders identified that creating inclusive engagement opportunities to plan for the shared use and activation of public spaces is often overlooked and should be prioritized. Effective engagement can contribute to the culture, community ownership, pride and social networks of a community.

SECTION 9 | Drive Collaboration and Accountability

SafeTO will reimagine core elements of community safety and well-being to build the necessary structures 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. Below is a high level summary from the consultation process that speaks to this goal.

Integrated Multi-sector Data Centre

- Participants validated the need to link data sets about specific issues from across sectors together and then analyze those data sets with integrated staff who represent those sectors and understand the issues. Layering complex data could help illustrate how issues are intertwined and how systems mobilize accurate and appropriate service delivery to address complex issues. Participants spoke about leveraging collective systemic experiences versus conducting analysis in silos as a major opportunity that would benefit our service system.
  - *"Working together would enable faster and richer analyses to complex problems, Enable responsive, adaptive, and coordinated multi-sectoral response. Many individuals and families touch all of our systems."*
- The need to create a common vision and shared outcomes was commonly raised in consultations. Participants reinforced that the big picture and the paradigm shift that SafeTO aims to achieve should drive the collaboration and integration of multiple sectors. They cautioned that current siloed approaches will impact SafeTO's ability to make significant advancement of its goals. A shared vision and defined processes will ensure that integrated work is effective and intentional.
- Participants voiced that collaboration takes time and to not rush it. Take the time to build a data dictionary and a clear process for multi-sector collaboration. Define the governance structure and ensure there are clearly articulated roles.

- Partners identified that not all those that need to be at the table have capacity or power to participate and it will be the responsibility of large institutions to invest in their capacity to participate to ensure an "all of community approach".
- Participants were excited about the opportunity to do something differently and encouraged the City to be bold and pursue innovative approaches and tools such as predictive modelling and forecasting. Further, participants encouraged the City to make research findings public, validate the findings with affected communities and build the capacity of the community to use the findings for service planning.
- Participants cautioned that everyone involved would need to be aware of the risks and limitations and thoughtfully plan for them in the design. Collection of inaccurate data, inconsistent or biased analysis, lack of timely data, inconsistent boundaries and ineffective information sharing processes that could contradict the shared vision could all be significant risks. The structure should include a risk mitigation strategy, privacy impact assessment and data for equity principles.
- Participants suggested that data visualization would enhance accessibility by helping communities better understand what the data says.

Integrated Investments

- There was criticism that the City and other levels of government are not effectively coordinating their investments, creating confusion about who is responsible for funding what. Participants identified that this often leads to finger pointing while people fall through the cracks. In some cases all three levels of government are funding initiatives that are not coordinated to maximize investments and not working towards a common goal. Some participants identified that the City is in competition with community organizations for funds from other levels of government. Such funding silos can have an adverse effect on vulnerable communities and the community infrastructure that supports them.
- There were requests for the City to take leadership in advocating to other levels of government for the financial resources required to create invest in community to achieve SafeTO Goals.
- Residents called for greater accountability and transparency about how funds are used in communities and called for mechanisms to embed community feedback into funding decisions.
- Participants explained that agencies are overburdened with reporting for small grants received from multiple funders given the lack of core or sustainable funding. Participants stressed the City and other levels of government should look to leverage and support existing community organizations through provision of core funding to enable stability, capacity and growth.
- Participants called for investments in place-based, grassroots initiatives that empower those with lived experience and champion peer led, place-based approaches.
- There were multiple calls to reallocate funding from policing and enforcement structures to community health and social supports.

Governance and Accountability

- Calls were made for effective multi-sector governance structures that create the opportunity for community leadership. Given the broad scope of SafeTO, participants suggested that there should be issue-specific advisory committees or the City should leverage existing advisory committees. Those consulted asked for a governing body that has the decision making authority to drive action and prioritize/align investments.

- Recommendations for representation of a SafeTO Advisory Committee included a diverse grouping of representatives of system level (City, health, mental health, housing, education, police, justice), Community (seniors, community agencies, businesses, tech communities, grassroots leaders, faith leaders) and those with lived experience from equity deserving communities including Black, racialized and equity-deserving communities, such as women, LGBTQ2S+, people with disabilities, people that experience homelessness, newcomers and residents with precarious immigration status, and people who live on low incomes.
- Participants called for a public accountability framework to drive any governance structures that are implemented along with a robust communication plan to ensure trust, transparency and action.

Communication
- There were clear calls for the City to broaden its use of communication. Some felt that the City does not communicate with them but rather "talk's key messages at them". Participants voiced that community safety and well-being should be an ongoing dialogue, enabled by a robust communication plan that leverages a number of online tools, platforms, social media networks and media.
- Communication should be considered a vehicle for education. This work requires a paradigm shift in the way people think about community safety and well-being. The public education campaign will need to leverage platforms that people participate in.