

SafeTO Implementation Plan

Date: January 12, 2022

To: Executive Committee

From: Executive Director, Social Development, Finance and Administration

Wards: All

SUMMARY

SafeTO, Toronto's Ten Year Community Safety and Well-being Plan was unanimously adopted by City Council at its July 14, 2021 meeting. In approving Safe TO, the City of Toronto continues its legacy of taking bold actions to address complex challenges by reimagining core elements of community safety and well-being to shift from a reliance on reactive emergency response to a culture of prevention.

To pursue this vision, City Council adopted a comprehensive long-term plan that aims to: i) expand the definition of community safety beyond crime and/or enforcement to include prevention and well-being; ii) leverage and strengthen partnerships across sectors and communities to enhance our shared ability to act early, and iii) use multi-sector data to inform planning and decision-making.

City staff, working with Toronto Public Health, Toronto Police Service, Toronto Community Housing, and partners in community and other institutions, have developed the SafeTO Implementation Plan that build a strong foundation to advance the 7 goals and 26 priority actions of the Community Safety and Well-Being Plan over the next decade.

The SafeTO Implementation Plan, outlined in this report, focuses on building a strong foundation in year one. The plan is informed by findings from research and community consultations conducted during the development of SafeTO, advice from the SafeTO Advisory, and lessons learned from our ongoing collaboration with the Toronto Police Service. The plan identifies where existing City strategies and programs are advancing SafeTO goals and where critical new priority actions and structures are necessary.

The year one 2022 work plan for SafeTO centres on four priority actions:

- Action 1.3: Embed the community crisis support service as a well-resourced first-response service city-wide
- Action 2.1: Develop a comprehensive multi-sector gun violence reduction plan
- Action 2.3: Strengthen community crisis response protocols to better support victims and communities impacted by violence, and;

- Action: 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

These four priority actions are foundational to advancing the 7 goals and 26 priority actions of the Community Safety and Well-Being Plan. This report recommends that in 2022, Social Development, Finance and Administration Division, as the coordination lead for SafeTO implementation, will:

- work with partners through a multi-sector SafeTO Advisory Table to guide and support implementation;
- identify and leverage existing programs that can advance SafeTO goals and actions;
- invest in community leadership and action oriented collaborative approaches; and
- develop and implement an intergovernmental strategy to achieve policy and investment alignment

SafeTO is a transformative endeavour that requires innovation to respond to urgent immediate challenges and shape the long-term changes needed to improve policies, initiatives, and practices across institutions. The recommended plan will enable the City of Toronto to continue leading dialogue to advance SafeTO goals, identify shared outcomes across governments and institutions, leverage community networks and advocacy groups, and prioritize place-based and community-based subject matter expertise. Now endorsed by the Toronto Police Services Board, SafeTO also provides an important opportunity for the City, the Toronto Police Service and the Toronto Police Services Board Office to collaborate more strategically on ongoing police reform actions and systemic transformation.

RECOMMENDATIONS

The Executive Director, Social Development, Finance and Administration recommends that:

1. City Council request the Executive Director, Social Development, Finance and Administration, in partnership with the Toronto Police Service, the Toronto Police Service Board and all other implicated City Divisions, Agencies, and Corporations to form and participate in the SafeTO Advisory with key community and institutional partners to lead the internal system change work of SafeTO.
2. City Council adopt the key actions and deliverables in the SafeTO 2022 Work Plan as outlined in Attachment 1 to the report and authorize the Executive Director, Social Development, Finance and Administration to modify, adapt and innovate the implementation of the actions and deliverables in the plan as required in response to the changing needs of community, subject to funding approval as part of the 2022 budget process.

3. City Council request the Executive Director, Social Development, Finance and Administration, in collaboration with relevant City Divisions, Agencies, Corporations and partners, to report annually on the progress of implementation and the next year's work priorities and any financial impacts.

4. City Council request the Executive Director, Social Development, Finance and Administration to report annually on the Community Youth Violence Prevention Grants and the expanded Community Crisis Response Funds as part of the standard delegated authority report to Economic and Community Development Committee.

5. City Council request City Divisions, Agencies and Corporations to share data, as permitted by law, to support the operations, monitoring and evaluation of SafeTO. City council further request the Executive Director of Social Development Finance and Administration Division report on the status of data sharing approaches.

6. City Council authorize the Executive Director, Social Development, Finance and Administration to negotiate and enter into agreement(s) with other governments, institutions, agencies and vendors as required to advance SafeTO including: partnership agreements, information sharing, data sharing, information and privacy agreements and request for proposals processes in a form acceptable to the City Solicitor.

7. City Council request the Province of Ontario and Government of Canada to financially support the implementation of SafeTO Actions and align its related investments in Toronto in a manner which advances SafeTO goals.

8. City Council request that the Province of Ontario (Ministries of Children, Community and Social Services, Health, the Solicitor General, the Attorney General, Education and Municipal Affairs and Housing), and the Government of Canada (Department of Justice Canada, Public Safety Canada, the Public Health Agency of Canada, Indigenous Services Canada and Statistics Canada) collaborate and directly partner with the City and other partners to establish and implement the following priority actions from the SafeTO Plan:

- The Community Crisis Support Service pilots to better support community health and wellness by introducing an alternative, community-based health model of crisis response that is community-led, client-centred, trauma-informed and focused on reducing harm;
- The multi-sector Toronto Office to Prevent Gun Violence as a partnership between the City of Toronto, Toronto Public Health, Toronto Police Service, Toronto Police Services Board, Toronto Community Housing, and other partners to integrate investments and operationalize a cross-government approach to reduce violence;
- The Multi-sector Data Centre as a partnership between the City of Toronto, Toronto Public Health, Toronto Police Service, Toronto Police Services Board and other partners to enhance the collation, interpretation, use and harmonization of relevant data from across sectors to promote evidence informed decision making in real-time, robust monitoring, evaluation and public reporting.

9. City Council reiterates its request to the Province of Ontario to provide funding to support the continued operation of the Sunnybrook Breaking the Cycle of Violence with Empathy (BRAVE) Program, the creation of a St. Michael's Hospital violence intervention program and work in the long-term to create a network of hospital violence intervention programs to support gun violence reduction in Toronto.

10. City Council requests the Toronto District School Board and the Toronto Catholic District School Board collaborate and directly partner with the City to establish and implement the following priority actions from the SafeTO Plan:

- The multi-sector Toronto Office to Prevent Gun Violence as a partnership between the City of Toronto, Toronto Public Health, Toronto Police Service, Toronto Police Services Board, Toronto Community Housing, and other partners to integrate investments and operationalize a cross-government approach to reduce violence;
- The Multi-sector Data Centre as a partnership between the City of Toronto, Toronto Public Health, Toronto Police Service, Toronto Police Services Board and other partners to enhance the collation, interpretation, use and harmonization of relevant data from across sectors to promote evidence informed decision making in real-time, robust monitoring, evaluation and public reporting.

FINANCIAL IMPACT

The 2022 Staff Recommended Operating Budget for Social Development, Finance and Administration's includes a combined total of \$12.052 million in funding for the necessary resources to establish and implement four priority actions of SafeTO: Toronto's Ten-Year Community Safety and Well-being Plan. Funding has been included in three new and enhanced budget requests, which will be considered along with other City service priorities as part of the 2022 Budget process. The three requests include:

Funding of \$1.423 million will support the development of the SafeTO Infrastructure which includes the multi-sector Toronto Office to Prevent Gun Violence (Action 2.1) and the multi-sector Data Centre (Action 7.1). Funding will support 9 full time positions, data science specialized services, data set purchase, and community investment to support resident engagement and community partnership.

Funding in the amount of \$2.061 million will support the Enhanced Community Crisis Response Program (Action 2.3) with 6 full time positions and significant community partnerships to expand the program's reach and impact in supporting Toronto residents following violent and traumatic incidents.

Funding of \$8.568 million for the Community Crisis Support Service pilots (Action 1.3), including 3 full time positions to bring the total (base and new) funding for the Community Crisis Support Service to \$10.983 million in the 2022 Staff Recommended Operating Budget. In Q1 and Q2, 2022, in partnership with community anchor partners, the Service will launch the pilots in the Northeast, Downtown East, and Northwest of the city, and an Indigenous-led pilot in the Downtown West.

The 2022 SafeTO funding envelope, included in the 2022 Staff Recommended Operating Budget for Social Development, Finance and Administration, is summarized in the following table:

Table 1: 2022 SafeTO Funding Envelope

SafeTO Priority Action		Amount (in \$000s)
Action 7.3 Action 2.1 Action 7.1 Action 6.3	SafeTO Infrastructure Multi-Sector Toronto Office to Prevent Gun Violence Multi-Sector Data Centre Private Public Partnerships for Safe and Inclusive Communities	\$ 1,423.3
Action 2.3	Enhanced Community Crisis Response Program	\$ 2,060.6
Action 1.3	Community Crisis Support Service	\$ 8,568.4
Total:		\$12,052.3

The Chief Financial Officer and Treasurer have been advised of the financial impacts associated with this program to be considered along with other priorities in the 2022 and future year budget processes.

EQUITY IMPACT

SafeTO recognizes the importance of ensuring that all Torontonians, regardless of their race, gender, family composition or other intersecting identities have equal opportunity to enjoy a sense of safety and well-being. Systemic discrimination has negatively impacted how Indigenous, Black, racialized and equity-deserving communities, including women, 2SLGBTQ+, people with disabilities, people that experience homelessness, newcomers and residents with precarious immigration status, and people who live on low incomes, experience community safety in Toronto.

Efforts to address community safety and well-being must consider the needs of those most negatively impacted and the systems or structures that impact them. Understanding how poverty, anti-Black racism, racism and other structural inequities impact risk factors associated with safety and well-being (i.e. inequitable access to resources, exposure to violence, grief and loss, or lack of quality affordable housing), and protective factors (i.e. education attainment, financial stability or social support networks) can help prioritize the actions that will have the most impact in bringing about a safer Toronto.

Social Development, Finance and Administration and People and Equity are working together to leverage City equity assessment tools, including the Equity Lens tool, the Confronting Anti-Black Racism Analysis Tool to inform the development and implementation of SafeTO priority actions. Ongoing SafeTO development will factor in the goals of the forthcoming Reconciliation Action Plan and the emerging Gender Equity Strategy. Staff will work with the Indigenous Affairs Office and Gender Equity Office to identify ongoing actions and equity considerations.

SafeTO will have a positive equity impact on Indigenous, Black, and equity-deserving communities. By prioritizing the engagement of Toronto's communities facing multiple barriers to centre community experience in the implementation, SafeTO will create authentic opportunities to co-design and participate in decision making. These measures will help build confidence in community safety and well-being initiatives by redefining what community safety and well-being means across the city.

DECISION HISTORY

Item 7 - Toronto Community Housing Committee Board Meeting - SafeTO: Toronto's Ten-Year Community Safety and Well-Being Plan (For Action)

At its December 9th meeting, the Toronto Community Housing Board adopted the SafeTO, staff to partner with the City of Toronto on Implementation and authorized the appropriate staff to take the necessary actions to give effect to the above recommendation.

<https://www.torontohousing.ca/events/Documents/Board/2021%20Board%20Meetings/December%209%202021/Item%207%20-%20SafeTO%20Toronto%27s%20Ten%20Year%20Community%20Safety%20and%20Well-Being%20Plan%20-%20FINAL.pdf>

Item 16 - Toronto Transit Commission Board Meeting - SafeTO: Toronto's Ten-Year Community Safety and Well-Being Plan (For Action)

At its September 15, 2021 meeting the Toronto Transit Commission Board adopted the SafeTO and directed staff to partner with the City of Toronto on Implementation.

https://ttc-cdn.azureedge.net/-/media/Project/TTC/DevProto/Documents/Home/Public-Meetings/Board/2021/September_15/Decisions/2057_16_CCT_SafeTO_Decision.pdf?rev=297683f38c7c4f5aa6c30f50a7a8c4cc&hash=05B502222EA4262E1D5FBB9725F2EC4C

21-137 - Toronto Public Library Board Meeting - SafeTO: Toronto's Ten-Year Community Safety and Well-Being Plan

At its September 27, 2021 meeting, the Toronto Public Library Board adopted SafeTO and agree that Toronto Public Library partner with the City of Toronto on the SafeTO Implementation Plan

<https://www.torontopubliclibrary.ca/content/about-the-library/pdfs/board/meetings/2021/sep27/12-safeTO-torontos-ten-year-community-safety-and-well-being-plan-combined%20.pdf>

EX25.4 - SafeTO: Toronto's Ten-Year Community Safety and Well-Being Plan

At its July 14, 2021 meeting, City Council adopted SafeTO: Toronto's Ten Year Community Safety and Well-Being Plan and to report to the December 7, 2021 Executive Committee with the implementation Plan.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EX25.4>

Attachment 2 includes further Council and Board decisions between 2017 and 2021 that inform the SafeTO Implementation Plan.

COMMENTS

SafeTO Implementation

From Legislative Direction to Council Commitment

Under the Police Services Act and its forthcoming successor, the Community Safety and Policing Act, 2019, all municipalities were 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 root causes of crime, social disorder and ill-health, and other key social priorities, with shared goals identified through multi-sectoral partnerships. Multi-sector approaches that emphasize social development and prevention aligns with community calls for the City of Toronto, the Toronto Police and Toronto Police Board to reimagine community. At its July 14, 2021 meeting, City Council unanimously approved SafeTO, Toronto's Ten Year Community Safety and Well-being Plan to inspire the City to think differently, work collaboratively, and to do better to bring about a safe Toronto that promotes and celebrates the well-being and resilience of all residents by transforming the systems that support them.

At its November 23, 2021 meeting, the Toronto Police Service Board also endorsed and adopted SafeTO, committed to its continued engagement and involvement and directed the Chief to maximize alignment between SafeTO, the Board's priorities and Toronto Police Service-specific initiatives. The board further requested the Chief report back to the Board detailing how the Service will implement the Community Safety and Well-Being Plan and report publicly on implementation progress.

The boards of Toronto Community Housing, the Toronto Public Library, and Toronto Transit Commission have adopted SafeTO. Other boards are making plans to consider Toronto's Ten-Year Community Safety and Well-Being Plan as well.

In adopting SafeTO, Toronto City Council directed Social Development, Finance and Administration to develop an Implementation Plan working with City partners and report back for consideration.

The SafeTO Implementation Plan focuses on year one activities that will form the foundation for a ten-year implementation. The Implementation Plan is informed by the findings from research and community consultations conducted during the development phase, informed by advice from the SafeTO Advisory Table, and builds on existing City strategies and programs. In order to successfully advance the vision, goals and actions of SafeTO, the Implementation Plan leverages multiple roles and strategic partnerships of the City:

- 1. The municipality's roles in advancing community safety and well-being in Toronto:*
 - *Leader:* Establishing and implementing best practices, including change management and integrated, trauma informed and responsive service delivery platforms
 - *Service Provider:* Providing new and enhanced accessible services for residents that advance SafeTO goals and actions

- *Strategic Funder*: Delivering grants, funding and other supports to increase community capacity to lead programs, initiatives, and services
- *Steward*: Facilitating, convening, and establishing partnerships that enable multi-sector service integration, drive systemic change or transformation

2. *The necessity of strategic partnerships:*

In its role as steward, the City of Toronto must ensure:

- *Meaningful inclusion of Indigenous, Black and Equity-Deserving Groups and those with Lived Experience*: Efforts to address community safety and well-being must consider the needs and contributions of those most negatively affected in understanding their challenges and developing and implementing effective trauma informed and responsive solutions. Building community capacity to participate in decision-making through a culturally responsive lens is a SafeTO guiding principle and action.
- *Co-leadership and Design with Community-based Agencies and Grassroots Groups*: The experience and local knowledge of community - based organizations and grassroots groups must be leveraged through new and existing partnerships to ensure local leadership is defining and leading the implementation of SafeTO actions.
- *Co-leadership and Design with Multi-sector Institutional Partners*: The diverse skill-sets and expertise of Education, Health, Housing, Community and Social Services, Policing, Justice, and the Boards that govern them will contribute to a common vision and enable operational and systemic innovation. SafeTO provides an important opportunity for the City, the Toronto Police Service and the Toronto Police Services Board to collaborate more strategically on ongoing police reform actions and systemic transformation that supports meaningful and effective prevention and intervention approaches, such as the continued alignment between City-led place-based approaches and Toronto Police Service Neighbourhood Community Policing initiatives and resident-led groups that will ensure that our systems are utilizing the most appropriate tools to be responsive to local need and empower community leadership.
- *Advancement of Partnerships with the Private Sector*: Research conducted in the SafeTO design demonstrates that community safety and well-being and economic development are inextricably linked and effective private/public partnerships that advance local economic development, safety and inclusion can further important roles for businesses to play.

Year One: 2022 Work Plan

The recommended SafeTO 2022 Work Plan is organized into three sections:

1. *Priority Actions*: Four multi-year actions that contribute to significant policy and service transformations.
2. *Initiatives*: Eight specific initiatives that are being enhanced or expanded to contribute to advancing SafeTO goals.
3. *Infrastructure Actions*: Two actions that build the back-end infrastructure required to drive SafeTO goals.

2022 Priority Actions

The following priority actions will anchor the SafeTO Work Plan in year one of implementation, 2022:

- Action 1.3: Embed the community crisis support service as a well-resourced first-response service City-wide
- Action 2.1: Develop a comprehensive multi-sector gun violence reduction plan
- Action 2.3: Strengthen community crisis response protocols to better support victims and communities impacted by violence, and;
- Action: 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

In beginning with these actions first, the City and our partners will build a solid foundation for the transformation envisioned in Toronto's Ten Year Community Safety and Well-being Plan. These four strategic actions are timely and of critical importance to achieving a safer Toronto, leverage work that is already underway, and have the potential to unlock largescale change. Each 2022 priority action is described below.

- **Action 1.3: Embed the Community Crisis Support Service as a Well-Resourced First-Response City-Wide Service**

Residents, communities and organizations have called on the City to reimagine a new model of crisis response that is client-centred, trauma-informed, and non-police led. In February 2021, Toronto City Council unanimously approved a new model of crisis care response, the Community Crisis Support Service, to be piloted in four areas of the city starting in 2022. These pilots will test a new community-led response to mental health and behavioural health, including those involving persons in crisis and wellness checks. Working with the Toronto Police Service and FindHelp Information Services, City staff have developed criteria and a process to triage and divert calls as appropriate.

Launching in Q1 and Q2 2022, the pilots will provide a community-based health response, to deliver appropriate care and ongoing follow-up support to individuals in crisis. The pilots will be informed by an understanding of systemic racism and the ongoing impacts of colonialism.

Table 2 provides a summary of the pilot areas, partners and launch dates.

Table 2: Pilot Summary

Pilot Area Launching	Partners	Wards
<p>Northeast Toronto</p> <p>Launch Date: March 2022</p>	<p>Anchor Partner: TAIBU Community Health Centre</p> <p>Collaborative Partners: Black Health Alliance Canadian Mental Health Association of Toronto Centre for Addiction and Mental Health Hong Fook Mental Health Association Scarborough Centre for Healthier Communities Scarborough Health Network Strides Toronto</p>	<p>Wards 20, 21, 22, 23, 24, 25</p>

Pilot Area Launching	Partners	Wards
<p>Downtown East Toronto</p> <p>Launch Date: March 2022</p>	<p>Anchor Partner: Gerstein Crisis Centre</p> <p>Collaborative Partners: Centre for Addiction and Mental Health The Empowerment Council Family Services Toronto Health Access St. James Town Inner City Health Associates Parkdale Queen West Community Health Centre Regent Park Community Health Centre Sound Times Support Services Strides Toronto Toronto North Support Services Unity Health Toronto WoodGreen Community Services</p>	<p>Wards 10, 11, 13, 14</p>
<p>Northwest Toronto</p> <p>Launch Date: June 2022</p>	<p>Anchor Partner: Canadian Mental Health Association Toronto</p> <p>Collaborative Partners: Addiction Services of Central Ontario Black Creek Community Health Centre Black Health Alliance Caribbean African Canadian Social Services Jane/Finch Community and Family Centre Rexdale Community Health Centre Yorktown Family Services</p>	<p>Wards 1, 2, 6, and 7</p>
<p>Downtown West Toronto</p> <p>Launch Date: June 2022</p>	<p>Anchor Partner: 2-Spirited People of the 1st Nations</p> <p>Collaborative Partners: ENAGB Indigenous Youth Agency Parkdale Queen West Community Health Centre</p>	<p>Wards 4, 10, and 11</p>

Further detail can be found in the progress report, 2022 Launch of Community Crisis Support Service Pilots and Policing Reform Updates, currently being considered by Executive Committee and City Council.

- Action 2.1: Develop a Comprehensive Multi-Sector Gun Violence Reduction Plan**

The root causes or drivers of gun violence are complex. Effectively reducing gun violence requires a range of expertise and collaboration across sectors, governments and communities most affected. No one entity can reduce gun violence on its own. Gun violence reduction requires comprehensive multi-sector efforts that leverage investments, tools and mandates across sectors and governments to enhance the efforts of community partners in the areas of violence prevention, intervention, interruption, response and recovery.

Work to advance action 2.1 - develop a comprehensive multi-sector gun violence reduction plan will begin in 2022 and builds on a partnership initiated in the spring of 2021 between the Specialized Operations Command of the Toronto Police Service, Social Development, Finance and Administration Division, Toronto Community Housing, and Toronto Public Health. These actors formed the Executive Leadership Table to oversee the development of an inter-agency collaboration to break down operational silos and to work collaboratively in reducing gun violence over the course of the summer months. Informed by community leaders and with the engagement of the Toronto Transit Commission, the Toronto District School Board, the Toronto Catholic District School Board, and support from United Way Greater Toronto, the Short-Term Community Safety Pilot enhanced service coordination in seven identified neighbourhoods experiencing high levels of gun violence and inequity based on data from all partners. Evaluation findings indicated that this multi-sector work is moving in the right direction to make positive impact on gun violence reduction. The evaluation identified that:

- planning across sectors, effective risk mitigation and enhanced coordination that included mechanisms to escalate issues enabled effective responses to respond to critical barriers.
- violence coordination efforts should be strengthened and guided by measureable outcomes.
- community partners should be engaged and embedded in the process

The next stage of this work will take place in year one of SafeTO implementation to further develop a comprehensive multi-sector gun violence reduction plan with more system and community partners contributing to the effort through the creation of a Toronto Office to Prevent Gun Violence.

The creation of the office will directly respond to community requests for stronger collaboration and leadership across the wide spectrum of violence prevention, intervention, interruption, and response and recovery efforts. This report also recommends that City Council formally request that other governments be involved in the work of this office. Staff have reviewed ten international integrated offices including: London, England¹, New York² and Oakland³ that have become integral to driving multi-sector violence prevention efforts. Through SafeTO, the City and partners would co-design a made for Toronto approach through piloting and evaluating the implementation

1 London's Violence Reduction Unit is a particularly relevant best practice that works on the premise that violence is preventable, not inevitable, by working with communities and partners to tackle root causes and promote positive opportunities. While the London Office focuses on broader violence, it is a good structural example of what an integrated office can look like. <https://www.london.gov.uk/content/london-violence-reduction-unit>

2 The New York Office to Prevent Gun Violence works "to coordinate the city's various anti-gun violence initiatives, amplify community-based intervention and prevention services, and introduce technological solutions to prevent gun violence to create safe, empowered and interconnected communities in New York City." <https://www1.nyc.gov/site/peacenyc/index.page>

3 The City of Oakland Department of Violence Prevention applies a public health approach to violence prevention focussed on community-led intervention strategies to realize sustained safety and stability of the families and communities most impacted by violence - <https://www.oaklandca.gov/departments/violence-prevention#about-the-department-of-violence-prevention>

of a multi-sector, integrated office, featuring staff that represent multiple sectors and community.

To enhance collaboration, the City will provide the backbone infrastructure that enables the integration of staff from the City, the Toronto Police Service, Toronto Community Housing, and other partners to work together on a daily basis to:

1. Coordinate gun violence prevention, intervention, interruption, response and recovery initiatives systematically:

- Establish and measure gun and street level organization related violence reduction outcomes through a continuously evolving and responsive plan;
- Integrate strategies, approaches and investments under a common vision and goals through joint strategic planning and a shared ownership;
- Mobilize the most appropriate tools and mandates to prevent gun and street level organization related violence through a trauma informed culturally relevant public health approach; and
- Form new multi-sector operations, governance structures that would enhance integrated service delivery and to emerging risks across partners and with neighbouring municipalities.

2. Systematically integrate gun violence reduction investments:

- Analyze violence reduction programs across different levels of government to identify opportunities for alignment and to maximize the impact of existing and new investments.

3. Amplify locally-driven, population-based violence intervention and prevention strategies that focus on people, places and behaviours driving or most affected by gun violence:

- Empower co-leadership of those with lived experiences of violence, systemic anti-Black and anti-Indigenous racism, and trauma, to ensure the efforts are responsive to local drivers and root structural causes of gun violence including trauma, adverse childhood experiences, poverty, identity, conflicts and social media. In particular, young Black males are disproportionately impacted by gun violence and must be at the forefront of prevention efforts;
- Drive investment to where it is needed by targeting and enhancing current violence prevention funding;
- Embed community representation within the office and launch a lived experience advisory committee; and,
- Provide training and evaluation supports to community-led violence reduction and response groups

4. Prioritize the use of data to inform operations and decision making:

- Leverage the development of the SafeTO Data Centre to secure data agreements, processes, policies, governance and inventory necessary to mobilize data-informed decision-making grounded in data for equity and data for action principles. The SafeTO Data Centre is further explained in Action 7.1 and will be inter-connected with the Toronto Office to Prevent Gun Violence; and,

- Research social media impact on violence and mobilize responsive prevention and intervention based efforts.

5. *Facilitate effective communication as a component of gun violence:*

- Confront the growing culture of violence through locally-designed campaigns aimed at enhancing the understanding of the roots and proximate causes of violence, strategies to reduce violence and build on community resilience.

Youth Violence Prevention Grant

Community investment in youth violence prevention plays a pivotal part in Toronto's response to the roots of community violence that stem from inequities and deteriorating social determinants of health that often impact young people and their families. To address these inequities, City Council approved enhanced funding in the amount of \$2.1 million for Social Development, Finance and Administration in the City's 2020 Operating Budget to create the Youth Violence Prevention Grant and directed staff to report annually.

Supporting Indigenous, Black and equity-deserving communities is a priority within the Youth Violence Prevention Grant. Six of the twelve grant recipients are Indigenous-led or Black-mandated organizations, and all funded groups were recommended by diverse review panels that prioritized the voices of youth living in the impacted communities in the decision-making process. To respond to the unique needs of Indigenous youth, the City also supported an Indigenous youth collective to lead an engagement process for 100 Indigenous youth that directed additional investments.

Within the first year of funding, 15 community agencies working in neighbourhoods most impacted by violence engaged over 1,600 youth in violence prevention and interruption programming as well as community capacity building or healing initiatives as outlined in Attachment 3. Despite challenges facing the not-for-profit sector throughout the pandemic, funded programs continued to deliver services to youth in areas such as youth engagement, mentorship, and mental wellbeing. The network of youth violence prevention funded programs and continued investment in the community's capacity to lead will be an integral component to the successful design and implementation of the Toronto Office to Prevent Gun Violence.

- **Action 2.3: Strengthen Community Crisis Response Protocols to Better Support Victims and Communities Impacted by Violence**

Community violence is linked to issues of inequalities and disproportionately affects the lives of Indigenous, Black and other racialized residents in areas of the city that face significant socioeconomic barriers. Residents within these areas are most impacted by violence, harm, and victimization with limited access to the necessary services.

Enhancement to the Community Crisis Response Program

The Community Crisis Response Program supports Toronto residents exposed to and or impacted by violence and traumatic incidents (shootings, shots fired, stabbings and gang affiliated activity). Since 2008, the Community Crisis Response Program has

operated under three pillars: Intervention, Prevention and Preparation. Within 12-72 hours, the Community Crisis Response Program works directly with local safety networks and a diverse set of stakeholders to coordinate trauma-informed and culturally responsive crisis response and recovery supports for those most affected by violent and traumatic incidents. Crisis Response also works with communities to reduce further violence by mobilizing short- and long-term prevention strategies by developing local safety networks and crisis response protocols.

From 2017 - 2020, there has been a 39% increase in firearm related incidents increasing risks, harm and victimization. Greater exposure to violence, grief and loss, increased threats of retaliatory violence, conflicts escalated by social media and other drivers of violence, such as systemic barriers have increased pressures on response and recovery efforts such as the Community Crisis Response Program. Community response requires resource intensive interventions given the complexity of community impact, which leaves no surge capacity with the Community Crisis Response Program. The recommended Toronto Office to Prevent Gun Violence will rely heavily on the program, its infrastructure, and effectiveness to contribute to the Office's mandate.

Building Enhanced Capacity for Community Crisis Response

As a SafeTO priority action, in 2022, the Community Crisis Response Program will be enhanced to increase the program's capacity to effectively support affected communities in the following ways:

Enhance Staffing and Responsiveness

- Increase program staffing to enable a 7-day per week deployment model to enhance responsiveness to communities impacted by gun violence;
- Deploy new and enhanced mental health and trauma-specialized services; and,
- Enhanced psychological first-aid supports, trauma-based training and clinical supervision for staff.

Improve and Evaluate Business Practices

- Undertake an operational review to evolve Crisis Responses' business practices, procedures and assessment tools;
- Update performance measures that align with SafeTO monitoring and evaluation approaches; and,
- Update the program communication tools and resources.

Enhance Program Integration

- Work with the Toronto Office to Prevent Gun Violence to coordinate integrated intervention teams of diverse skill-sets including healthcare professionals and those with lived experience to work with the Community Crisis Response Program to mobilize community healing/recovery and drive community-led solutions; and,
- Increase capacity building with community safety networks, support local safety planning and the redevelopment of the community crisis response protocols.

Critical Incident Community Response Coordination

The Critical Incident Community Response Committee was formed in 2021 by Victim Services Toronto, Toronto Public Health and Social Development, Finance and Administration, along with 14 agencies to develop an integrated referral pathway for those affected by community violence. The work builds on existing community responsiveness and Toronto Police Service and City's Office of Emergency Management mass casualty response protocol design.

In 2022, the Critical Incident Community Response Committee will:

- Advance service response process mapping to strengthen outcomes for victims;
- Create an accessible community resource guide; and,
- Finalize a multi-sector critical incident community response protocol grounded in partnership agreements to ensure sustainability.

Increased Community-led Well-Being and Recovery

In response to identified barriers to accessing appropriate supports following traumatic events of community violence, the City's Community Crisis Response Program in partnership with Next Generation Arts, ENAGB, Harriet Tubman Community Organization, Social Planning Toronto, Gary Newman, Unison Health and Community Services and Scarborough Centre for Healthy Communities developed the Community Violence, Wellbeing, and Recovery Pilot. The pilot provides streamlined referrals and a continuum of community wellbeing and recovery supports, which directly support victims and impacted communities through culturally responsive, trauma informed approaches. Between April 2021 and December 2021, the pilot has provided access to resources, and support services to 628 individuals.

In 2022, the City will expand on the success of the pilot in the following ways:

- Improve access to trauma counselling, peer support groups, community debriefs, psychological first-aid and case management in the most impacted communities;
 - Streamline critical intervention referral processes to allow those most impacted to be connected to supports immediately for life stabilization through short- and long-term resources;
 - Increase capacity and mobilization of Community Crisis Response Networks; and,
 - Increase accessibility to culturally responsive supports to those most affected by gun violence including Indigenous, Black and other racialized groups.
- **Action 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**

Determining how data is captured, monitored and evaluated to inform the activities of SafeTO's implementation is of high priority. In our current system, there is little coordination and coherence in how systems collectively gather, integrate, evaluate, report, and communicate data and lessons to advance prevention-focused outcomes for residents. The current inability to analyze issues across various levels and sectors

impacts the City and its partners' effectiveness in addressing complex situations, and creates barriers in system planning to achieve community safety and well-being.

Advancement in open data approaches such as the Toronto Open Data Portal⁴, Raising the Village⁵, Wellbeing Toronto⁶ and the Toronto Police Open Data⁷ portal combined with collaborative efforts such as the Community Data Program⁸ have improved the community's capacity to understand and utilize data to advance local service planning. SafeTO provides an opportunity to further develop these approaches as well as introduce new tools and methodologies that look at issues and outcomes in the full context through advanced analytics. Merging siloed data sets representing multiple systems (municipal, policing, health, education, environmental, and social service data) can generate powerful opportunities for preventative program development, policy innovation, decision-making, partnership and network development, and targeted investment. This bold step includes transforming our understanding and application of data by moving from problem description to outcome prediction and action. Doing so brings the next level of maturity to the City's community safety and well-being efforts.

Implementation of a SafeTO Multi-Sector Data Centre

As a strategic action in year one of implementation, the 2022 Work Plan includes the creation of the SafeTO Multi-Sector Data Centre at the City of Toronto. Social Development, Finance and Administration has already engaged the Toronto Public Health, People and Equity, Toronto Police Service, the Population Health Analytics Lab from the Dalla Lana School of Public Health and other partners to develop a multi-sector data approach that can be leveraged for this pivotal work.

The SafeTO Multi-Sector Data Centre will be a multi-sectoral, data and education resource facilitating interdisciplinary analysis and reporting on the determinants of community safety and well-being in an integrated office. While every sector collects and manages its own data, the Data Centre will utilize a partnership with Statistics Canada who will provide support to determine the feasibility to securely link and access de-identified data that can then be used across multiple sectors and organizations to explore and understand complex issues related to safety and well-being in Toronto. The City will provide the backbone support to enable City staff and seconded multi-sector staff to work collaboratively. This co-creation will be of mutual benefit to Statistics Canada as it will support ongoing evidence-based decision making to advance SafeTO goals, serve as a pilot for other municipalities and inform their work with the Federation of Canadian Municipalities⁹.

The Data Centre will be governed by a data strategy, grounded in data for equity and reconciliation and data for action principles, and the necessary agreements that will

4 Open Data – City of Toronto

5 Raising The Village

6 Wellbeing Toronto – City of Toronto

7 Open Data | Toronto Police Service Public Safety Data Portal

8 Community Data Program – City of Toronto

9 Statistics Canada and the Federation of Canadian Municipalities: a collaboration to improve local level data - <https://fcm.ca/en/news-media/news-release/statistics-canada-and-the-federation-canadian-municipalities-collaboration>

tackle interconnected barriers to change. This work will be supported by the City's People and Equity divisional work on the Data for Equity Strategy and be informed by innovations in Toronto Police Service's business intelligence and consultations about the use of artificial intelligence technologies. Work has already begun to identify the data sets, agreements, policy and legislative innovations required to achieve this. Statistics Canada will work with the City, Toronto Public Health, People and Equity, Toronto Police Service, and other partners to test the feasibility of co-creating a secure Community Safety and Well-being data platform. This innovative new platform will enable vetted team members with the SafeTO Multi-sector Data Centre initiative to use multi-disciplinary data to implement and monitor the goals of SafeTO, and make on-going evidence-based decisions. The integrated team building the SafeTO Multi-Sector Data Centre will need to build data sharing protocols and address various legislative and policy directives to operationalize this vision. Data sharing success has already been made through related programs like FOCUS Toronto, an innovative, collaborative risk driven program co-led by the Social Development, Finance and Administration, Toronto Police Service, and United Way with 154 community agencies meeting six times weekly at six Situation Tables to provide immediate help to individuals and families experiencing acutely elevated risks.

SafeTO Indicator Framework

Given the complex set of interdisciplinary actions of SafeTO, comprehensive multi-sector analysis, engagement, feedback, learning and adaptation are necessary.

The amalgamation of indicators will allow the SafeTO Multi-Sector Data Centre to monitor how well the City and our partners are performing on community safety and key domains of community well-being including the SafeTO priority challenges, goals and actions. The framework will also support the setting of measurable targets to inform program planning and resource prioritization. Data from various sectors will be combined and presented by a single system, providing opportunity for the necessary collaboration SafeTO requires to be successfully implemented.

As a part of year one implementation, staff will refine and implement the preliminary population-level indicator framework focused on four domains based on the social determinants of health:

- Social Inclusion
- Population Health,
- Safety and Victimization, and
- Access, Anti-Racism, Equity and Human Rights

The preliminary indicator framework, will utilize 80 indicators to monitor the following 21 areas of risk and 66 protective factors.

Table 3: Domains by Area of Risk and Protective Factor

Domains	Area of Risk	Protective Factors
Social Inclusion	Housing Shelter and Homelessness	Housing affordability Housing type diversity Minimum standards for adequate housing
	Income and Poverty	Employment services Anti-poverty programs Employment Creation
	Unemployment	Employable skills Job market knowledge
	Education and Literacy	Formal education Adult education Skills development
	Economic Development	Public partnerships with the private sector (including partnerships between the community and business, health care, government, and other sectors) Economic empowerment opportunities Human capital and workforce development Training and skill development Business improvement area engagement
	Social Connectedness Social Capital Civic Engagement and Social Participation	Social inclusion, including economic access, community engagement, social capital, strong and inclusive relationships, and community and government organizations Residents feel connected to each other and are involved in the community Participation in decision making
Population Health	Adult and Child Health	Access to social services Health promotion Positive parenting education
	Mental Health	Memorandums of understanding with emergency rooms to reduce patient and police wait times Identified alternatives to police Integrated mental health issue response Improved services and mental health care Identified prolific users
	Substance Use	Access to services Better emergency room referrals Safe consumption and safe supply site usage AGCO inspections AGCO police consultations Better connections between primary healthcare network and treatment
Safety and Victimization	Crime and Social Disorder	Community engagement with police Public awareness of risks & responsibility Environmental design that promotes safety and inclusion

Domains	Area of Risk	Protective Factors
	Gang and Gun Activity	Conflict de-escalation Enforcement against illegal activity
	Adverse Childhood Experiences	Knowledge of programs that support child and family development Stable and nurturing relationships Parental resilience Social connections Social and emotional competence of children
	Acutely Elevated Risk of Harm or Victimization	Integration of acute care, safety agencies Access to supports for high-risk individuals Increased information sharing among acute care agencies Successful situation table interventions
	Perception of Personal Safety	Proactive planning for risks or threats Safe and accessible school environments Anti-bullying programs Partnerships with police, community agencies, mental health professionals
	Victimization of Vulnerable Population	Increased personal competency to deal with problems Training, capacity building, public awareness and campaigns Increased social cohesion
	Traffic and Road Safety	Public campaigns on traffic safety Enforcement programs
Access, Anti-Racism, Equity and Human Rights	Systemic Discrimination	Supportive equity, gender equity, inclusion, diversity and Anti-racism, anti-discrimination, human rights policies and Action plans Data for equity policies and practices Clear accountability structures that include effective reporting and response mechanisms Guided, measured and encouraged community capacity building and training
	Access to Infrastructure and Technology	Accessible public transportation Accessible public utilities
	Service Access and Satisfaction	Access to medical care and mental health services Engagement with City services Access to safe, engaging after school programs and activities Work opportunities with family-friendly policies

The preliminary indicator framework is a starting point for population-level community safety and well-being monitoring. A full refined list of the indicator set will be published for community use in 2022. With the evolution of the SafeTO Multi-Sector Data Centre,

the Indicator Framework will evolve as part of the development and refinement of SafeTO.

Throughout Q1 and Q2 2022, an outcome focussed performance management framework will be finalized in consultation with City Divisions, Agencies and Corporations, existing lived experienced advisory committees, and the SafeTO Advisory. The framework will utilize identified SafeTO indicators, introduce new relevant indicators to support outcome measurement, baselines and targets. This work will be aligned with existing corporate methodologies including TO Prosperity: Toronto's Poverty Reduction Strategy ¹⁰ and the Youth Outcomes Framework¹¹ arising from the recent Youth Service Review, and the evaluation of the Neighbourhood Community Officer Program.

2022 Initiatives

Additionally, the SafeTO 2022 Work Plan also includes eight specific initiatives that are planned for enhancement or expansion in 2022 to better contribute to advancing SafeTO goals. The initiatives are summarized in Table 4 below:

Table 4: 2022 SafeTO Initiatives

SafeTO Action	Year 1 Initiatives	Partners Involved
<p><i>Action 1.5: Advance Strategies, Programs and Services that Reduce Harm Related to Substance Use</i></p>	<p>Conduct continued and expanded consultations with a variety of stakeholders to inform recommendations for treatment pathways, outreach, harm reduction approaches, capacity building and evaluation of responses to the drug poisoning crisis.</p> <p>Identify health and social equity based community safety and well-being measures to ensure the entire community experiences a sense of safety and inclusion</p> <p>Deliver overdose outreach, including through people with lived and living experience, to connect with people who use drugs and impacted frontline staff to provide counselling, referrals, support, education, overdose recognition and response training and the distribution of naloxone.</p>	<p>Toronto Public Health (Lead) Toronto Police Service Social Development, Finance and Administration Community Partners</p>

10 Toronto Poverty Reduction Strategy Monitoring and Evaluation Framework - <https://www.toronto.ca/legdocs/mmis/2019/ex/bgrd/backgroundfile-139483.pdf>

11 Investing in Youth Outcomes: A strategic Guide for City of Toronto Youth Programs - <https://www.toronto.ca/legdocs/mmis/2021/ec/bgrd/backgroundfile-168301.pdf>

SafeTO Action	Year 1 Initiatives	Partners Involved
<p><i>Action 2.2: Develop a Comprehensive Gender-Based and Intimate Partner Violence Reduction Strategy</i></p>	<p>Ensure the City's upcoming Gender Equity Strategy includes actions to address gender-based and intimate partner violence, as well as responds to calls for justice for the National Inquiry into Missing and Murdered Indigenous Women and Girls.</p>	<p>People and Equity (Lead)</p>
<p><i>Action 4.3: Strengthen Access to Community Justice by prioritizing Culturally-Responsive Reintegration and Restorative Practices, including Justice Centres</i></p>	<p>Identify opportunities for City services to support the delivery the Downtown East Justice Pilot to provide access to dedicated case managers; enhanced psychiatric, primary care and addictions medicine; and digital technology to help them attend court.</p> <p>Delivery of the Toronto North West Justice Centre pilot to offer multi-sector community supports, system navigation and programming through wrap around supports for youth 12-17 that address the root causes of offending behaviour(s), break the cycle of offending, and address the ongoing systemic problem of the overrepresentation of young Black and racialized offenders in the justice system.</p>	<p>Ministry of Attorney General (Lead) Social Development, Finance and Administration Community-based agencies</p>
<p><i>Action 5.3: Invest in Youth Outcomes to Ensure Equitable, Positive Youth Development</i></p>	<p>Evaluation of key programs in Social Development, Finance and Administration and other City Divisions to inform and enhance case management services and programming for youth experiencing structural inequities to better address trauma, youth employment, safety and well-being and mentorship.</p>	<p>Social Development, Finance and Administration (Lead) Parks Forestry and Recreation Toronto Community Housing Corporation Toronto Public Library Economic Development and Culture Toronto Employment and Social Services</p>

SafeTO Action	Year 1 Initiatives	Partners Involved
<i>Action 6.2: Add Safer and Culturally Accessible Community Spaces and Advance Indigenous Place-Making</i>	Increase Indigenous communities' access to and use of natural areas of historical, cultural and spiritual importance, engaging Indigenous expertise in the planning, design and construction of new parks, trails, facilities and amenities and facilitating Indigenous access to spaces in community recreation facilities. Identify capital projects priorities in consultation with Indigenous communities; for example, addressing the need for pathways, roads, washrooms to facilitate access to the ceremonial lodge at Humber River.	Parks, Forestry and Recreation (Lead) Indigenous Affairs Office Indigenous community leaders
<i>Action 6.3: Implement Place-Based Economic Empowerment and Development Approaches</i>	Embed a representative of the business community into the SafeTO infrastructure to work with City staff and local businesses to redefine partnerships between the private and public sector aimed at developing safe and inclusive communities.	Economic Development and Culture (Lead) Social Development, Finance and Administration Business Improvement Areas
<i>Action 7.2 Advance Policing and Law Enforcement Reform</i>	Conduct a review of the Toronto Community Housing Corporation's Community Safety Unit role and function through data, financial and operational analysis and consultation to inform recommendations on proposed methods of delivering community safety programming.	Housing Secretariat (Lead) Social Development Finance and Administration Toronto Community Housing Corporation

Ongoing SafeTO Service Mapping

The City continuously strategies, programs and services that are actively working to address elements of community safety and well-being. City staff have identified over 60 such existing City-led strategies, programs and initiatives and are currently mapping them according to SafeTO goals and actions so they can work in a more coordinated fashion to advance community safety and well-being in Toronto.

Throughout the implementation of SafeTO, City divisions will track how SafeTO goals are utilized in the development of divisional service plans and build an online portal that demonstrates the linkage and connection to existing City programming to the advancement of SafeTO goals.

SafeTO Operational and Governance Structures

- *Action 7.3: Strengthen Multi-sector Collaboration through Partnership and Investment*

For SafeTO to be successful, there must be active leadership and commitment from a cross-section of City Divisions, Agencies and Corporations to work with leaders in the public and private sectors to contribute to SafeTO's ongoing design and implementation. The operational and governance structures below outline SafeTO's approach to

ensuring accountability, fairness, transparency and effectiveness in how the City and our partners will work towards building a safer Toronto.

Internal City of Toronto Operations

SafeTO will leverage existing coordination and leadership structures to advance its goals and actions including regular updates to Council as required under provincial legislation. Social Development, Finance and Administration, on behalf of partner Divisions and Agencies, will act as the coordinating and reporting lead for the City-wide implementation of SafeTO.

To ensure Social Development, Finance and Administration has the capacity to effectively drive the implementation SafeTO over its ten-year life span, structural changes are required within the division. A newly created Community Safety and Well-being Section within the division will enable the amalgamation of existing community safety programs under one direction to better drive program coordination, integration and enhancement, and to provide strategic oversight, leadership and evaluation of outcomes. This restructuring, aided by intentional collaboration with existing corporate units and the recommended addition of a SafeTO Implementation Team, the Multi-Sector Data Centre, and the Toronto Office to Prevent Gun Violence, will create added value.

The multi-sector approach required to successfully implement SafeTO also provides the opportunity to improve coordination through the creation of integrated offices. Embedding subject matter experts from a cross section of institutional and community-based organizations and disciplines can drive mutual outcomes, shared visions and processes.

Historically, the City has embedded staff in Toronto Police Service to support the design of the Neighbourhood Community Officer Program and Implementation of the Way Forward as well as hosted seconded staff on the development of a number of key initiatives including Strong Neighbourhoods and TO Prosperity. Currently, Social Development, Finance and Administration staff are embedded in the Ministry of Attorney General to maximize City levers and community knowledge to support the development of Justice Centres currently being established in Toronto. Embedded staff and integrated offices can ensure that the City is not developing systems and approaches in isolation. Integrated offices will be utilized to advance strategic multi-sector elements of SafeTO. Moving forward, staff from City partners, Toronto Police Service, Toronto Community Housing, Toronto Public Health, and from community, education and business sectors, will work together with staff from City divisions including Social Development, Finance and Administration in the new Community Safety and Well-Being Section to drive SafeTO and the institutional and culture change that it envisions.

SafeTO Community Advisory Table

Social Development, Finance and Administration identified and invited members from education, health, mental health, community (agencies and resident leaders), policing, the private sector and the municipal and provincial government to establish a SafeTO

Advisory Table in early 2020. The demands of the pandemic lead to engagement with Advisory members individually throughout the development of SafeTO. In fall 2021, City staff re-engaged the SafeTO Advisory Committee to consider the leadership and oversight required to advance SafeTO in an integrated way.

In 2022, the SafeTO Advisory will begin its formal term. Membership is comprised of leaders working in the areas of education, health, child welfare, justice, policing, and community and social services and will be complemented by grass-roots and community leaders representing a number of core issues that SafeTO aims to respond to.

The SafeTO Advisory Committee will adopt a mandate to guide and support the implementation of the Community Safety and Well-being Plan by ensuring the plan is collaborative, transparent, effective, and accountable to Torontonians. As a strategic table, the SafeTO Advisory will support direction-setting for the overall implementation of SafeTO, and will play an active role in supporting individual work groups that are advancing specific actions. A terms of reference, updated mandate, overview of workgroups, communication plan and meeting schedule will be finalized in Q1 2022 that will include opportunities for participation on SafeTO workgroups to advance specific actions.

Wherever possible and optimal, SafeTO work will happen through existing collaborations to build on their foundation and ensure alignment and effective use of resources. For example, the Multi-Sector Gun Violence Reduction Plan will be advanced through the Executive Leadership Table convened in April 2021 to develop and execute the Short-Term Community Safety Plan from July to September this year. However, the work group will extend opportunities for community participation and be complimented by a Lived Experience Advisory Committee. Existing bodies including the Toronto Aboriginal Social Service Council, the Toronto Child and Family Network, the Acquired Brain Injury Network, the Human Service Justice Coordinating Committees and others as required, will also be engaged through the Advisory Committee to advance priority actions and avoid duplication. Additional, dedicated issue-specific or population-specific workgroups may be convened where required if no existing body is appropriate.

The Toronto Police Service Board Office, the Toronto Police Service, and Social Development, Finance and Administration Division on behalf of the City, will work directly together and through the SafeTO Advisory and work groups to maximize alignment in the design and implementation between SafeTO and the Board's priorities and Service-specific initiatives and report publicly on its progress.

SafeTO Intergovernmental Approach

For SafeTO to be fully and effectively realized, intergovernmental partnerships are critical to its implementation. The City does not have the resources, authority and jurisdiction to achieve its goals on its own. Given that SafeTO is the result of a provincial mandate to municipalities, and relies on policy levers held by both provincial and federal governments, the City joins other Ontario municipalities in expecting that the Province and the Government of Canada recognizes the value of locally defined community

safety and well-being plans, is interested in active participation, and views their success as tied to shared goals.

The City's Intergovernmental Approach will seek to drive collaboration and accountability across all of governments to bring about community safety and wellbeing by pursuing four areas:

1. *Align Government Policy and Programs with SafeTO and Other Local Plans*

- Convene provincial and federal government Community Safety and Well-Being partners to identify and prioritize required changes to their community safety policy frameworks and associated funding programs.

2. *Develop Long-Term Partnerships*

- Enable and build strong long-term, authentic partnerships focused on establishing, pursuing, monitoring and reporting on a set of clear shared outcomes.

3. *Integrate and Align Existing Investments*

- Identify opportunities across government to better coordinate and align existing investments.

4. *Facilitate New Strategic Investments*

- Identify with government partners new and accelerated investment opportunities aimed at advancing SafeTO goals and actions.

The City consistently leverages existing resources, relationships and expertise to build community capacity to respond to local needs through intentional partnerships and investment¹². No one sector or government acting alone nor funding alone, can bring about the desired outcomes of Community Safety and Well-Being Plans. Currently, there is not a dedicated Provincial funding stream to assist municipalities or the community-based sector in implementing provincially mandated Community Safety and Well-Being Plans. Further, the City continues to await rollout of the federal government's previously committed \$250 million/five years for such work.

Communications Strategy

- *Action 7.4: Develop and Implement Robust Communication Approaches to Advance SafeTO Goals*

To achieve the culture shift that SafeTO aims to inspire, a robust communication strategy that educates the public on the evolution of our approach to addressing community safety and well-being is part of the year one work plan. Social Development, Finance and Administration will work with Strategic Communications, Economic Development and Culture, and other SafeTO partners to develop and implement the communications strategy. This approach will provide an accessible destination to access relevant information about programs, services, opportunities and how to get

¹² For Public Benefit - City of Toronto Framework for Working with Community-Based Not-For Profit Organizations - https://www.toronto.ca/wp-content/uploads/2018/02/8c1c-SDFA_ForPublicBenefit_WEB_Jan31.pdf

involved, implement campaigns on specific SafeTO priorities, define delivery platforms, and includes the voices of those most affected by community safety and well-being issues. Local content development and a commitment to transparency are an important principles in the implementation work of SafeTO in order to support community understanding, contributions and confidence.

Conclusion

SafeTO is a comprehensive, ten-year Community Safety and Well-Being Plan that brings together the City of Toronto, Toronto Public Health, Toronto Police Service and Toronto Police Service Board, Toronto Community Housing together with community leaders and organizations, school boards and leaders in the health, justice and private sectors to advance the safety and well-being of Toronto residents and communities in a bold and transformative way. The work calls for a transformation in how community safety and well-being is understood and responded to by acknowledging the root causes and prioritizing collaborative trauma informed and responsive efforts that focus on prevention and social development. The SafeTO Implementation Plan outlined in this report, focuses on year one activities that will form the foundation for a ten-year implementation. In 2022, with Toronto's Community Safety and Well-Being Plan as a road map, City staff, partners, and the SafeTO Advisory, will begin to build the structures necessary to implement reimagined and integrated solutions for greater impact.

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SIGNATURE

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ATTACHMENTS

Attachment 1: SafeTO 2022 Work Plan
Attachment 2: Relevant Decision History for SafeTO Implementation: 2017-2021
Attachment 3: Year One Impact: Youth Violence Prevention and Community Crisis Response Fund