



SafeTO 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.

*Acronyms used to describe lead partners are explained at the end of the work plan.

Safe TO Action	Item Description	Key Actions and Deliverables	Partners Involved*
Priority Actions			
Action 1.3: Embed the Community Crisis Support Service as a Well-Resourced First-Response Service City-Wide	Implement Community Crisis Support Service pilots to better support community health, wellness and safety by introducing an alternative model of crisis response that is community-led, client-centred, trauma-informed and focused on reducing harm.	Develop triage and diversion processes for mental health emergency calls with Toronto Police Service and FindHelp211 Develop service standards, on scene operating procedures, and practical trials of the call triage and dispatch systems Select community anchor partners through four distinct call for proposals processes Retain third-party evaluators to develop an evaluation framework for the program Develop a public education and service identity strategy; Establish community advisory tables and carrying out local community outreach and engagement activities. Work with community anchor partners to hire and train staff and procure equipment and supplies Engage in conversations with other levels of government to identify areas for investment in critical system infrastructure and supports	SDFA (Lead) TPS FindHelp211 Anchor and Collective Partners

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<p>Action 2.1: Develop a Comprehensive Multi-Sector Gun Violence Reduction Plan</p>	<p>Engage appropriate partners to develop and pilot a Toronto Office to Prevent Gun Violence to advance gun violence prevention, intervention, interruption, response and recovery</p>	<p>Engage institutional and community partners to establish an office, strategic plan and actions aimed at violence reduction</p> <p>Systematically coordinate gun and street level organization related violence prevention, intervention, interruption, response and recovery initiatives</p> <p>Define New integrated operations, governance structures and protocols</p> <p>Systematically integrate gun violence reduction investments</p> <p>Conducting analysis of cross-government violence reduction investments to identify opportunities for programmatic alignment</p> <p>Empower locally driven community-based violence intervention and prevention initiatives that focus on those most affected by gun violence</p> <p>Prioritize the use of data to inform operations and decision making</p> <p>Facilitate effective communication as a component of coordinated responses to prevent gun violence</p> <p>Work with community to define locally-designed campaigns</p>	<p>SDFA (Lead)</p> <p>TPS</p> <p>TPH</p> <p>TCHC</p> <p>Strat Comm</p> <p>TDSB</p> <p>TCDSB</p> <p>Other City Divisions and Community Partners as required</p>
<p>Action 2.3: Strengthen Community Crisis Response Protocols to Better Support Victims and Communities Impacted by Violence</p>	<p>Increase Capacity for the Community Crisis Response Program</p>	<p>Conduct an operational review to evolve CCRP business practices, procedures and assessment tools to include essential service designation</p> <p>Development of updated performance measures that align with SafeTO monitoring and evaluation approaches</p> <p>Increase the CCRP staffing compliment to enable a 7 day per week deployment model to enhance responsiveness to communities impacted by Gun Violence.</p> <p>Increased capacity building with community safety networks, support local safety planning and the redevelop community crisis response protocols</p>	<p>SDFA (Lead)</p> <p>Community Partners</p>

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	Critical Incident Community Response Coordination	Work with multi-sector victim supporting agencies to develop an integrated referral pathway for those affected by community violence Create an accessible community resources guide; and finalize a multi-sector critical incident community response protocol grounded in partnership agreements to support sustainability.	SDFA (Lead) Victim Services Toronto Public Health TPS OEM Community Partners
	Increased Community-led Well-Being and Recovery	Work with multi-sector partners to: Improved access to trauma counselling, peer support groups, community debriefs, psychological first-aid and case management in the most impacted communities. Streamlined critical intervention referral processes will allow those most impacted to be connected to supports immediately for life stabilization through short- and long-term resources. Increased capacity and mobilization of Community Crisis Response Networks Increased accessibility to culturally responsive supports to those most affected by gun violence including Indigenous, Black and other racialized groups	SDFA Community Partners
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	Develop and Implement Data Strategy grounded in data for equity and data for action principles	Develop and implement a data strategy that outlines, principles, governance and processes	SDFA (Lead) TPH (Lead) TPS (Lead) PE TSD CMO Clerks Strat Comm Other City Divisions and Community Partners as required
	Explore the Implementation of a Multi-sector Data Centre	Implement a multi-sector data centre to integrate, link and analyze data across sectors, conduct research, monitoring and evaluation. Engage with independent experts and community partners to define a multi-sector linkage, analysis and interpretation of data methods, storage and collection to enhance operations, policy development, investment and partnership development. Develop an epidemiology approach to the collection and analysis of data across multiple sectors	

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		<p>Identify ethical governance, conscious design and agreements recommendations to overcome legal and process challenges related to multi-sector data linkage, embed data for equity principles driven by human rights based approaches and inspire a culture of learning.</p> <p>Develop reporting, data insights and storytelling methods that ensure that the data is accessible and enables community based research</p>	
	<p>Finalize and Implement SafeTO Monitoring Approach</p>	<p>Identify how the SafeTO data strategy and will support monitoring and evaluation</p> <p>Identify work plan to engage partners in the development of monitoring and evaluation plans</p> <p>Finalize SafeTO Indicator framework</p> <p>Implement the indicator framework, negotiate data sets and begin monitoring population level CSWB</p> <p>Finalize and implement an outcome focussed performance management framework</p>	
Initiatives			
<p>Action 1.5: Advance Strategies, Programs and Services that Reduce Harm Related to Substance Use</p>	<p>Advance a health- and social equity-based response to the drug poisoning crisis.</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>TPH (Lead) TPS SDFA Community Partners</p>

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Safe TO Action	Item Description	Key Actions and Deliverables	Partners Involved*
<p>Action 2.2: Develop a Comprehensive Gender-Based and Intimate Partner Violence Reduction Strategy</p>	<p>Finalize the City's Gender Equity Strategy</p>	<p>Finalize the City's Gender Equity Strategy that will act as a necessary step in developing comprehensive Gender-Based and Intimate Partner violence reduction strategies and respond to calls for justice for the National Inquiry into Missing and Murdered Indigenous Women and Girls</p> <p>Leverage the Government of Canada's national plan to identify opportunities to further support the community-based sector through City-assisted interventions and investments, and advocacy for adequate investment from other levels of government to enable grassroots and community-based organizations to lead</p>	<p>P&E (Lead) Other City Divisions and Community Partners as required</p>
<p>Action 4.3: Strengthen Access to Community Justice by Prioritizing Culturally-Responsive Reintegration and Restorative Practices, including Justice Centres</p>	<p>Support the Development and Implementation of Downtown Justice Centre</p>	<p>Continue implementation of the community-based court model</p> <p>Determine the role of City services in providing further life stabilization efforts to vulnerable individuals engaged in the Justice Centre</p> <p>Design policies and protocols to support integrated outreach efforts to ensure participation of vulnerable individuals engaged in the Justice Centre</p>	<p>MAG (Lead) SDFA Community Partners</p>
	<p>Support the Development of the Toronto North West Justice Centre</p>	<p>Continue implementation of the community-based court model</p> <p>Provide system navigation supports to youth 12-17 and their families</p> <p>Determine the role of City services in providing further life stabilization efforts to Youth 12-17 and their families engaged in the Justice Centre</p> <p>Explore the expansion of the model to include emerging adults</p>	<p>MAG (Lead) SDFA Community Partners</p>

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<p>Action 5.3: Invest in Youth Outcomes to Ensure Equitable, Positive Youth Development</p>	<p>Implementation of the Youth Outcomes Framework</p>	<p>Build the capacity of the City to monitor, evaluate and design programs that deliver meaningful outcomes for Toronto youth, particularly youth who face structural inequalities to better address trauma, youth employment, safety and well-being and mentorship.</p> <p>Develop implementation guide and tools (survey platform) to implement the framework across all youth-serving programs</p> <p>Implement staff training for program staff to build data collection and performance measurement capacity</p> <p>Establish a process to analyze and report on the data generated by the Framework at regular intervals</p>	<p>SDFA (Lead) PFR TCHC TPL EDC TESS</p>
<p>Action 6.1 Embed Transparent and accountable Monitoring and Reporting Practices into Integrated Place-Based Planning</p>	<p>Equitable service planning across 51 Division, other Toronto Police Service Divisions and the City of Toronto.</p>	<p>Engage the Yonge Dundas Leadership table within its mandate to look at coordination and planning to respond to complex issues in the Yonge Dundas area and broader displacement of issues across the Downtown East to discuss equitable service planning across 51 Division, other Toronto Police Service Divisions and the City of Toronto.</p>	<p>SDFA CMO Other City Divisions and Community Partners as required</p>
<p>Action 6.2: Add more safe and Culturally-Accessible spaces and Advance Indigenous Place-Making</p>	<p>Increasing Indigenous communities' access to and use of natural areas of historical, cultural and spiritual importance</p>	<p>Engage Indigenous expertise in the planning, design and construction of new parks, trails, facilities and amenities and facilitating Indigenous access to space in community recreation facilities</p> <p>Advance capital projects priorities will be identified in consultation with Indigenous communities</p>	<p>PFR (Lead) IAO Indigenous community leaders</p>

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<p>Action 6.3: Implement Place-Based Economic Empowerment and Development Approaches</p>	<p>Partner with the business community to explore the linkage between community safety and well-being and economic development</p>	<p>Relationship building - build effective partnerships with the private sector aimed at developing safe and inclusive communities through engagements, initiatives and events.</p> <p>Capacity Building - build awareness and skills, there is a need for different stakeholders to create role clarity and responsibilities</p> <p>Develop communication approaches and resources to better engage the business community in solutions</p> <p>Identify social and economic capital metrics to be utilized across business as an indicator</p>	<p>SDFA (Lead) EDC Community Partners</p>
<p>Action 7.2: Advancing Policing and Law Enforcement Reform</p>	<p>Conduct a review of the Toronto Community Housing Corporation's Community Safety Unit</p>	<p>Develop a scope of work to review the role and function of the Toronto Community Housing Corporations Community Safety Unit that includes: Intended Outcomes, Performance Management, Data Collection, Staffing Structure, Governance and Structure</p> <p>Conduct data, financial and operational analysis</p> <p>Facilitate community consultation</p> <p>Develop logic model that demonstrates inputs, activities, outputs and outcomes</p> <p>Identify recommendations on proposed methods of delivering community safety programming</p>	<p>HS/SSHA (Lead) SDFA TCHC</p>
<p>Infrastructure Actions</p>			
<p>Action 7.3: Strengthen Multi-sector Collaboration through</p>	<p>Develop a CSWB section in SDFA with capacity for Integrated multi-sector offices</p>	<p>Develop a new section within the SDFA section to lead the implementation of SafeTO</p> <p>Amalgamate relevant CSWB programming under the oversight of a newly created Director that reports to the Executive Director of SDFA</p> <p>Secure appropriate staffing resources to coordinate the implementation of SafeTO Year 1 priorities</p>	<p>SDFA (Lead) P&E</p>

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Partnership and Investment	Implement a governance structure for SafeTO comprised of system leaders and equity deserving groups	Develop the SafeTO Advisory committee comprised of human service sector representatives, private sector representation and equity deserving groups to support accountability and transparency in the implementation of SafeTO	SDFA (Lead) P&E CMO
	Implement an Intergovernmental Strategy that advances the City's renewed intergovernmental strategy to drive collaboration and accountability	Facilitate provincial and federal government utilization of locally-defined Community Safety and Well-Being plans to identify and prioritize required changes to the community safety policy frameworks and associated funding programs Enable and build long-term, durable outcomes through partnerships Identify opportunities across government to better coordinate and align existing investments to drive effectiveness and cost effective outcomes Identify with government partners new and accelerated investment opportunities aimed at advancing SafeTO goals and actions	CMO (Lead) SDFA Other Divisions as required
Action 7.4: Develop and Implement Robust Communication Approaches to Advance SafeTO Goals	Develop a cross-sector a communication plan that outlines necessary collection processes and information flow	Develop an internal cross-divisional communication plan that outlines necessary collection processes and information flow Develop a robust communication plan that educates the public on the evolution of our approach to Community Safety & Well-being Define delivery platforms for communication Develop joint messaging to multiple audiences with partners Develop an approach for engagement, local content development and storytelling	Strat Com (Lead) SDFA Other Divisions as required

*Leads:

Clerks		SW	Solid Waste
CMO	City Manager's Office	TCDSB	Toronto Catholic District School Board
EDC	Economic Development and Culture	TDSB	Toronto District School Board
HS	Housing Secretariat	TESS	Toronto Employment and Social Services
IAO	Indigenous Affairs Office	TFS	Toronto Fire Services

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MAG	Ministry of the Attorney General (Province)	TPH	Toronto Public Health
OEM	Office of Emergency Management	TPS	Toronto Police Service
P&E	People and Equity	TPL	Toronto Public Library
PFR	Parks Forestry and Recreation	TPMS	Toronto Paramedic Service
SDFA	Social Development, Finance and Administration	TSD	Technology Services Division
Strat Comm	Strategic Communication	TS	Transportation Services
TCHC	Toronto Community Housing Corporation		