



Status of SafeTO Actions and Outcomes

This document captures the status of the 26 actions in the SafeTO plan and their outcomes from 2022 to 2024. The Social Development division is engaged with the other City divisions, agencies and corporations to track the status of these actions. The status of actions is divided into five major categories that are described below.

Action Status Categories:

<b>Complete:</b> Indicates that resources have been assigned and deployed, activities completed, outputs produced and desired outcomes achieved.	<b>In-Progress:</b> Indicates that resources have been identified and deployed, activities are underway, resulting in some outputs and desired outcomes.	<b>Planning Underway:</b> Indicates that resources may have been identified but not secured, activities may have been identified, but no outputs or desired outcomes have been produced.	<b>Not Started:</b> Indicates that resources have not been identified, no activities started, no outputs or desired outcomes achieved.	<b>Revised:</b> Indicates that this action has been merged with another, edited, or is not being pursued.
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\*Institutional Partners in the Implementation of SafeTO:

Clerks	City Clerk’s Office	SWMS	Solid Waste Management Services
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
MAG	Ministry of the Attorney General (Province of Ontario)	TPH	Toronto Public Health
OEM	Office of Emergency Management	TPS	Toronto Police Service
P&E	People and Equity	TPL	Toronto Public Library
P&R	Parks and Recreation	TPMS	Toronto Paramedic Service
SD	Social Development	TSD	Technology Services Division
SPEC	Strategic Public & Employee Communications	TS	Transportation Services
TCHC	Toronto Community Housing Corporation	TSSS	Toronto Shelter and Support Services

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Safe TO Action	Institutional Partners*	Status	Description	Key Actions and Deliverables	Progress and Outcomes
<b>SafeTO Goal 1: Reduce Vulnerability</b> Reduce harm and victimization through proactive mental health and vulnerability support strategies, life stabilization, community-led crisis support models, and collaborative risk-driven approaches.					
<b>Action 1.1</b> Enhance multi-sector mental health and vulnerability supports	SD (Lead) TPH Community-based organizations	In-progress	<i>Refer to Action 1.3, 1.4 and 1.5</i>		
<b>Action 1.2</b> Implement life stabilization and service navigation supports	SD (Lead) Community-based organizations	In-Progress	Deliver life stabilization and service navigation supports through case management programs	<ul style="list-style-type: none"><li>• Develop strong partnerships with community-based organizations to reach youth that are justice-involved or vulnerable to the involvement in violence/crime</li><li>• Assist youth with current barriers and life challenges that may be hindering their progress in reaching their case-management and life stabilization goals</li></ul>	<ul style="list-style-type: none"><li>• Through the Building Safer Communities Fund (BSCF), SD partnered with 11 community-based organizations to deliver the Life Stabilization Fund through their case management programs</li><li>• The initiative supported case management goals related to employment, training and education, relocation and safety, mental and physical health and wellbeing and transportation related needs. The fund served 490 unique individuals through 1,153 disbursements. All agencies indicated an increase in active participation of their clients through the fund as it has increased trust and relationship building between case managers and clients.</li></ul>
<b>Action 1.3</b> Embed the Community Crisis Support Service* as a well-resourced first-response service city-wide  <i>* Note: referred to as Community Crisis Support Service in the 2021 SafeTO report. The service has been renamed to Toronto Community Crisis Service</i>	SD (Lead) TPS FindHelp211 Anchor and Collective Partners	Complete	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.	<ul style="list-style-type: none"><li>• Develop triage and diversion processes for mental health emergency calls with Toronto Police Service and FindHelp211</li><li>• Develop service standards, on scene operating procedures, and practical trials of the call triage and dispatch systems</li><li>• Select community anchor partners through four distinct call for proposals processes</li><li>• Retain third-party evaluators to develop an evaluation framework for the program</li><li>• Develop a public education and service identity strategy</li></ul>	<ul style="list-style-type: none"><li>• In March 2022, the Toronto Community Crisis Service (TCCS) pilot launched to provide an alternative, community-led response to mental health crises and wellness checks in Toronto. TCCS successfully diverted 78% of calls from traditional police response. The Toronto Police Service also reported a 4.5% decrease in person-in-crisis calls in 2023, attributable to TCCS diversion efforts.</li><li>• In July 2024, TCCS expanded city-wide as Toronto's fourth emergency service, and is now providing 24/7 mobile crisis support across all Toronto neighborhoods. Since its launch, the TCCS has responded to over 25,000 calls for service, made over 6,000 referrals to wraparound supports, and connected more than 1000 service users to ongoing case management.</li><li>• The City has developed strong data-sharing, monitoring and evaluation models in close collaboration with the</li></ul>

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				<ul style="list-style-type: none"><li>Establish community advisory tables and carrying out local community outreach and engagement activities.</li><li>Work with community anchor partners to hire and train staff and procure equipment and supplies</li><li>Engage in conversations with other levels of government to identify areas for investment in critical system infrastructure and supports</li></ul>	<p>Toronto Police Service, Provincial System Support Program, Shkaabe Makwa at the Centre for Addictions and Mental Health (CAMH) and SafeTO Collaborative Analytics and Learning Environment (SCALE) for the service.</p> <ul style="list-style-type: none"><li>In Q1 2025, a pilot project within the service was launched transferring low-acuity calls from Toronto Paramedic Services to TCCS, potentially diverting 3,000 calls annually.</li><li>An anti-stigma mental health campaign is planned for Q4 2025 following the success of the fall 2024 TCCS city-wide expansion public awareness campaign and the "Make the Right Call" campaign, which was aimed at improving service utilization.</li></ul>
<b>Action 1.4</b> Strengthen, align and expand capacity of collaborative risk driven approaches to reduce risk of harm and victimization	SD (Co-lead) TPS (Co-lead) United Way of Greater Toronto (Co-lead) Community Partners	In-Progress	Strengthening the ability of the City of Toronto, TPS and community partners to collaboratively respond to increasing referrals for Acutely Elevated Risks (AER).	<ul style="list-style-type: none"><li>Building strong cross-sectoral collaborations with community partners to provide targeted wrap around supports to vulnerable individuals and families experiencing heightened levels of risk.</li><li>Enhance capacity of community partners through training to effectively provide mental health interventions, crisis interventions, suicide and other interventions</li></ul>	<ul style="list-style-type: none"><li>In 2024, FOCUS Toronto expanded city-wide with the addition of a seventh local situation table. The FOCUS Toronto program is led by the City of Toronto, United Way of Greater Toronto, and the Toronto Police Service to provide targeted, wrap around supports to individuals and families experiencing heightened level of risk specific geographic locations.</li><li>Between 2022-2024, FOCUS Toronto reviewed 3,295 situations, with an 83% reduction in acute elevated risks.</li></ul>
<b>Action 1.5</b> Advance strategies, programs, and services that reduce harm related to substance use	TPH (Lead) TPS SD Community Partners	In-Progress	Advance a health- and social equity-based response to the drug toxicity epidemic.	<ul style="list-style-type: none"><li>Remain engaged with various stakeholders to inform recommendations for treatment pathways, outreach, harm reduction approaches, capacity building and evaluation of responses to the drug toxicity epidemic.</li><li>Deliver outreach, particularly through people with lived and living experience, to connect people who use drugs and impacted frontline staff to counselling,</li></ul>	<ul style="list-style-type: none"><li>In December 2024, TPH and TPS launched a one-year pilot program, called the Downtown Community Outreach Response and Engagement (CORE) Team Pilot, to support vulnerable people, as well as other residents, visitors and businesses in the Yonge and Dundas area. The program is designed to address the complex health, mental health, substance use and housing needs of vulnerable individuals in this neighbourhood.</li><li>With the City Council mandated sale of 277 Victoria Street, starting April 1, 2025, TPH harm reduction services will be available by street and mobile outreach teams only.</li></ul>

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				<p>referrals, support, education, overdose recognition and response training, and the distribution of naloxone.</p> <ul style="list-style-type: none"><li>Identify health and social equity-based community safety and well-being measures to ensure the entire community experiences a sense of safety and inclusion.</li></ul>	<ul style="list-style-type: none"><li>In January 2025, the City of Toronto’s application for a Homelessness and Addiction Recovery Treatment Hub (HART Hub) was approved ‘in principle’. The City’s Downtown HART Hub will provide clinical and social services, as well as connections to supportive housing to address mental health, substance use, and homelessness in the downtown core.</li><li>In November 2023, the Toronto Board of Health also adopted Our City, Our Health, a comprehensive strategy to reduce substance use related harms and protect the mental health and well-being of all Torontonians. The strategy offers a range of recommended actions across seven strategic goals for City of Toronto divisions, agencies, and corporations, as well as government partners, health care leaders, schools, businesses, civil society and all Torontonians</li></ul>
<p><b>SafeTO Goal 2: Reduce Violence</b></p> <p>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.</p>					
<p><b>Action 2.1</b></p> <p>Develop a comprehensive multi-sector gun violence reduction plan</p>	<p>SD (Lead)</p> <p>TPS</p> <p>TPH</p> <p>TCHC</p> <p>SPEC</p> <p>TDSB</p> <p>TCDSB</p> <p>Other City divisions and community partners as required</p>	<p>In-progress</p>	<p>Engage appropriate partners to develop and pilot Violence Prevention Toronto Office to advance gun violence prevention, intervention, interruption, response and recovery</p>	<ul style="list-style-type: none"><li>Create an integrated office with key institutional and sectoral stakeholders to develop strategies and initiatives aimed at violence reduction.</li></ul>	<ul style="list-style-type: none"><li>In 2023, the Violence Prevention Toronto Office (VPTO) was created as an integrated office consisting of embedded staff from the City of Toronto, Toronto Police Service, Toronto Community Housing, Toronto District School Board, Toronto Transit Commission and dedicated leads from several institutions, including Provincial Ministries and funded community partners and programs. These partners are working collaboratively to mobilize a trauma-informed and responsive public health approach to violence prevention, intervention, response, and recovery. Since its inception, VPTO has:<ul style="list-style-type: none"><li>Developed protocols with TPS, TCHC, TDSB, TCDSB, and TTC, with additional protocols under development with the provincial ministries of SOLGEN, MAG, and MCCSS.</li><li>Established the Integrated Safety Coordination Teams in 2022</li></ul></li></ul>

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					<ul style="list-style-type: none"><li>○ Implemented a 2024 summer safety plan that included 120 community engagements/events and 40 violence interruption initiatives.</li><li>○ Funded two hospital-based violence intervention programs: BRAVE at Sunnybrook, Scarborough Health Network, and Humber River Hospital and THRIVE at St. Michael's Hospital.</li><li>○ Launched the TTC Youth Unrest Pilot in November 2024 where Community PEERS facilitated workshops with 45 youth at 3 Toronto District School Board schools to build relationships, prevent transit system violence, and create awareness about fare evasion.</li><li>○ Invested in the Urban Rez Safe 6ix Mobile Outreach program in June 2024. The program provides mobile service delivery such as tutoring, arts-based programing, and counselling in communities disproportionately impacted by violence.</li><li>○ Created two Anti-Bullying School-based Intervention pilots launched August 2024 and April 2025 exploring the needs of young people affected by bullying while building capacity among parents and teachers.</li><li>○ Organized the Back-to-School Symposium in August 2024, which convened 700 School Administrators from TDSB/TCDSB along with City staff, TPS, TCHC, TTC, and community partners to discuss safety in schools and share information on safety protocols.</li></ul>
<b>Action 2.2</b> Develop a comprehensive gender-based and intimate partner violence reduction plan	P&E (Lead) IAO (MMIWG2S) SD Toronto Police Service Other City Divisions and Community Partners as required	In progress	Advance work on gender-based and intimate partner violence  Advance work on MMIWG2S	<ul style="list-style-type: none"><li>• Develop a co-ordinated, corporate-wide gender-based and intimate partner violence reduction plan</li><li>• Respond to the Calls for Justice for the National Inquiry into Missing and Murdered Indigenous Women and Girls</li></ul>	Following Council directives in 2023.CC8.2 and 2023.MM13.34, P&E initiated several streams of work on gender-based and intimate partner violence: <ul style="list-style-type: none"><li>• P&amp;E in partnership with SD held a sector conference in 2024 that brought together GBV/IPV community partners and stakeholders.</li><li>• P&amp;E partnered with 311 Toronto to initiate GBV/IPV training for 311 staff. Phase 1 of this work has been completed, and Phase 2 will continue into 2025.</li><li>• P&amp;E has partnered with SD to enhance GBV/IPV processes in FOCUS Toronto situation tables in 2025.</li></ul>

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					<ul style="list-style-type: none"><li>• P&amp;E has created an external working group on GBV/IPV, in collaboration with community partners and other external stakeholders.</li><li>• In collaboration with the IAO, P&amp;E has launched an internal staff working group on GBV/IPV and MMIWG2S to improve cross-divisional alignment and enhance service delivery.</li></ul>
<b>Action 2.3</b> Strengthen community crisis response protocols to better support victims and communities impacted by violence	SD (Lead) Community Partners	In-progress	Increase Capacity for the Community Crisis Response Program (CCRP)	<ul style="list-style-type: none"><li>• Conduct an operational review to evolve CCRP business practices, procedures and assessment tools to include essential service designation</li><li>• Increase the CCRP staffing compliment to enable a 7 day per week deployment model to enhance responsiveness to communities impacted by Gun Violence.</li></ul>	<ul style="list-style-type: none"><li>• Between 2022 and 2024, CCRP responded to 1,844 critical incidents, conducted over 13,000 response activities, and achieved an 88 percent response rate within 48 hours.</li><li>• In 2024, SD expanded CCRP to provide seven-day-per-week deployment across Toronto, responding to violent and traumatic incidents including shootings, stabbings, community conflicts, and gang-related activity.</li></ul>
	SD (Lead) Victim Services Toronto Public Health TPS OEM Community Partners	In progress	Critical Incident Community Response Coordination	<ul style="list-style-type: none"><li>• Work with multi-sector victim supporting agencies to develop referral pathways for those affected by community violence.</li><li>• Enhance place-based and culturally relevant post-crisis supports to people impacted by violence</li></ul>	<ul style="list-style-type: none"><li>• Between 2022 and 2024, CCRP funded violence, well-being, and recovery supports through two community health service agencies, five arts-based organizations, and two culturally specific organizations. These partners delivered arts-based healing, counselling, support groups, community debriefs, and case management. As a result:<ul style="list-style-type: none"><li>○ Over 9,000 individuals were supported,</li><li>○ More than 5,000 hours of support were provided,</li><li>○ 132 clients received counselling in 2024, and</li><li>○ 194 clients received case management in 2024.</li></ul></li></ul>
	SD (Lead) Community Partners	In-progress	Increased Community-led Well-Being and Recovery	<p>Work with multi-sector partners to:</p> <ul style="list-style-type: none"><li>• Improve access to trauma counselling, peer support groups, community debriefs, psychological first-aid and case management in the most impacted communities.</li><li>• Streamline critical intervention referral processes to provide those most impacted to be connected to supports</li></ul>	<ul style="list-style-type: none"><li>• The Youth Violence Prevention (YVP) Network was launched in 2024 to enhance coordination and collaboration in the youth violence prevention sector. The YVP Network consists of leaders from community-based youth violence prevention programs, agencies, and grassroots groups. The network enables the exchange of knowledge, resources, and promising practices among frontline workers, community leaders, the Violence Prevention Toronto Office, and other stakeholders. The Network also fosters collaboration to develop innovative</li></ul>

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				<div>for life stabilization through short- and long-term resources.</div> <ul style="list-style-type: none"><li>• Increase capacity and mobilization of Community Crisis Response Networks</li><li>• Increase accessibility to culturally responsive supports to those most affected by gun violence including Indigenous, Black and other racialized groups</li></ul>	<div>strategies, share evidence-based interventions, and tackle the root causes and emerging challenges.</div> <ul style="list-style-type: none"><li>• The City of Toronto worked with local agencies and grassroots groups to deliver the Restorative Justice Program in four neighbourhoods in Scarborough and North York from October 2023 – March 2024. Through this program, youth participants learned to identify issues that cause harm and develop skills for conflict resolution.</li></ul>
<div>SafeTO Goal 3: Advance Truth and Reconciliation</div> <div>Advance actions and recommendations in the Path to Reconciliation report that improve community safety and well-being for Indigenous Peoples and advance Indigenous-led community safety and well-being priorities.</div>					
<div>Action 3.1</div> <div>Advance Indigenous-led community safety and well-being priorities</div>	<div>IAO (Lead)</div> <div>SD</div> <div>Indigenous community partners</div> <div>City Divisions as appropriate</div>	<div>In-Progress</div>	<div>Strengthen, support and advance Indigenous-led community safety and well-being priorities through thought leadership, coordination and collaboration</div>	<ul style="list-style-type: none"><li>• Create policy and procedural supports to advance Indigenous-led community safety and well-being</li><li>• Build and strengthen interdivisional and inter-agency collaboration</li><li>• Develop Indigenous community-centered programming to support safety and well-being</li><li>• Include and align insights from Indigenous communities in existing plans and programs</li></ul>	<ul style="list-style-type: none"><li>• The Indigenous Funding Framework (IFF) was developed between 2018-2024 through collaboration between SD, Toronto Aboriginal Support Services Council (TASSC), and Indigenous organizations funded through the Community Service Partnerships program. The framework addresses the historical chronic underfunding of Indigenous organizations by increasing funding flexibility, honoring self-determination, prioritizing relationships, and creating space for cultural empowerment. The IFF started as pilot in 2021 with \$0.625M and expanded to \$1.95M by 2024 after being formally endorsed by both Indigenous organizations and Toronto City Council.</li><li>• IAO coordinated and facilitated inter-agency and interdivisional collaboration (e.g. body rub parlour bylaw review, GBV/IPV alignment, EarlyON Indigenous Supervised Access Site).</li><li>• IAO supported and participated in the development of community-centered programming such as the days of commemoration for MMIWG2S+, Learning Circles, and ceremonies co-led with Indigenous organizations (e.g., NWRCT, 2-Spirited People of the 1st Nations).</li><li>• IAO supported the development of community-centered programming related to the days of commemoration for</li></ul>

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					<p>MMIWG2S+, Learning Circles, and ceremonies co-led with Indigenous organizations (e.g., NWRCT, 2-Spirited People of the 1st Nations).</p> <ul style="list-style-type: none"><li>In 2023 and 2024, SD engaged Indigenous communities as well as organization serving Indigenous populations to identify priorities and actions for the Downtown East Action Plan that focus on the needs of Indigenous residents in the Downtown East. Engagement included public surveys, town hall meetings, 10 group meetings with Indigenous community members and grassroots organizers. as well as 50 one-on-one sessions with Indigenous residents in the Downtown East.</li></ul>
<b>Action 3.2</b> Develop an implementation plan to guide the City's response to the Calls for Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls	IAO (Lead) SD City Divisions as appropriate	In-progress	Develop the implementation plan to guide the City's response to Calls for Justice for MMIWG2S+ and create structures as well as tools supporting this work	<ul style="list-style-type: none"><li>Activate governance structures like Working Groups to support inter-divisional collaboration and coordination on MMIWG2S+</li><li>Develop supporting documents, advocacy tools and resources MMIWG2S+</li><li>Increase awareness on MMIWG2S+ and engage stakeholders closely</li></ul>	<ul style="list-style-type: none"><li>In 2023, the IAO led the development and rollout of a MMIWG2S+ Divisional Audit, including creation of guidance documents and support to City divisions.</li><li>IAO drafted and supported advocacy tools (e.g., proclamations, FCM resolution, national and provincial letters) to hold governments accountable to the 231 Calls for Justice.</li><li>IAO presented frequently to councillors, interdivisional teams, and various units across the city to raise awareness of the Calls for Justice and municipal responsibilities.</li></ul>
<b>Action 3.3</b> Strengthen meaningful engagement with Indigenous Organizations and Communities by Leveraging Lessons Learned on Relationship Building	IAO Indigenous community partners	In-Progress	Build and strengthen meaningful relationships with Indigenous organizations, community partners and other stakeholders to collectively advance Truth and Reconciliation	<ul style="list-style-type: none"><li>Build and strengthen meaningful long-lasting relationships with Indigenous organizations and community partners to advance Indigenous-led community safety and well-being priorities</li><li>Develop cross-sectoral partnerships and collaborations supporting the advancement of MMIWG2S+ specific resolution</li><li>Develop culturally informed awareness materials</li></ul>	<ul style="list-style-type: none"><li>IAO coordinated engagements and relationship-building efforts with numerous Indigenous organizations (e.g., ALS, NCCT, NWRCT, 2-Spirits, Thunder Woman's Healing Lodge, Native Women in the Arts).</li><li>IAO initiated cross-government and cross-sector partnerships, including a municipal advocacy campaign and supporting the advancement of an MMIWG2S+-specific resolution through the Federation of Canadian Municipalities (FCM)</li><li>IAO developed culturally informed educational content, workshops, and awareness events for City staff.</li></ul>



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					<ul style="list-style-type: none"><li>SAFE TO was developed through a combination of one-on-one discussions with residents, agencies, and service providers, 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.</li></ul>
<b>SafeTO Goal 4: Promote Healing and Justice</b> 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.					
<b>Action 4.1</b> Become a trauma-informed and responsive city	SD (Lead) TPH TPS Community-based organizations	In-progress	<i>Refer to Goal #1</i>		
<b>Action 4.2</b> Embed anti-racism and human rights based approaches into policy development and service planning across all City Divisions, Agencies and Corporations	SD (Lead) P&E City Planning	In-progress	Embed anti-racism and human rights-based approaches into policy development and service planning across all City divisions, agencies and corporations through comprehensive capacity building, assessment frameworks, and inclusive policy development processes.	<ul style="list-style-type: none"><li>Implement corporate-wide equity training programs to build staff capacity on anti-racism approaches</li><li>Develop divisional Anti-Black Racism Action Plans to guide policy planning and service delivery</li><li>Integrate anti-displacement policies and equity considerations in community development plans</li><li>Establish advisory bodies to provide guidance on anti-racism approaches</li></ul>	<p>The City has made significant progress in embedding anti-racism and human rights approaches across its operations through strategic capacity building, policy development, and community engagement initiatives:</p> <ul style="list-style-type: none"><li>The Confronting Anti-Black Racism Unit has trained over 27,000 staff on anti-Black racism approaches</li><li>Three City divisions (Toronto Employment and Social Services, Senior Services and Long-Term Care and Infrastructure Development Services) developed their own Anti-Black Racism Action Plans in 2022-2023, embedding anti-racism approaches within their specific mandates.</li><li>In 2024, City Planning integrated anti-displacement policies and equity considerations in community development plans for neighbourhoods with significant Black populations, including Jane-Finch and Weston Mount Dennis</li><li>In 2022, The City established the Confronting Anti-Black Racism Advisory Committee to advise Toronto City Council on strategic actions to address systemic anti-</li></ul>

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					Black racism across City programs, services, and policies.
<b>Action 4.3</b> Strengthen access to community justice by prioritizing culturally responsive reintegration and restorative practices, including Justice Centres	MAG (Lead) SD City Divisions as Appropriate Community Partners	In-progress	Support the Development and Implementation of Downtown East Justice Centre	<ul style="list-style-type: none"><li>Continue implementation of the community-based court model</li><li>Determine the role of City services in providing further life stabilization efforts to vulnerable individuals engaged in the Downtown East Justice Centre</li><li>Design policies and protocols to support integrated outreach efforts to ensure participation of vulnerable individuals engaged in the Justice Centre</li></ul>	<ul style="list-style-type: none"><li>The Downtown East Justice Centre (DEJC) services high-needs individuals facing, often intersecting issues, of poverty, homelessness, mental health challenges and substance use.</li><li>Since May 2021, the Downtown East Justice Centre has processed 2,370 cases with the following outcomes: 74 percent of participants demonstrated some level of reduced involvement in the criminal justice system in the 12 months following their first appearance, with 45 percent accumulating no additional cases at all.</li></ul>
	MAG (Lead) SD Community Partners		Support the Development of the Toronto Northwest Justice Centre	<ul style="list-style-type: none"><li>Continue implementation of the community-based court model</li><li>Provide system navigation supports to youth 12-17 and their families.</li><li>Determine the role of City services in providing further life stabilization efforts to Youth 12-17 and their families engaged in the Justice Centre.</li><li>Explore the expansion of the model to include emerging adults.</li></ul>	<ul style="list-style-type: none"><li>The Toronto Northwest Justice Centre (TNJC) works specifically with youth aged 12 to 17, providing accelerated case management and opportunities to improve social and economic outcomes through education, life skills development, and family support.</li><li>Since May 2021, the TNJC processed over 1,700 youth cases since May 2021, with 71 percent of youth referred to the Education Advocate showing improved educational status. Most significantly, 75 percent of high-risk 17-year-olds who resolved their matters were not re-arrested in the following 12 months.</li></ul>
<b>SafeTO Goal 5: Invest in People</b> Strengthen Support for families, children, youth and adults through investment, skill development and increased access to services and opportunities.					
<b>Action 5.1</b> Engage residents and build community capacity to lead	SD (lead) Community partners	In-progress	<i>Refer to Actions 1.2, 2.1, 2.3, 3.1, 3.3, 5.2, 6.3, 7.1, and 7.3</i>		
<b>Action 5.2</b> Enhance programs and services that promote child and	SD (lead) Community partners	In-progress	Enhance and expand community-led support programs and services that promote child and family development	<ul style="list-style-type: none"><li>Develop and expand programming and services to support parents, families and caregivers of youth most at risk of violence</li></ul>	<ul style="list-style-type: none"><li>Through the Building Safer Communities Fund, the Family Wellbeing Program was established in June 2023 to enhance the capacity of parents, caregivers, and extended family members to support youth in Scarborough who are most vulnerable to violence.</li></ul>

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family development and well-being			and well-being, with a focus on neighborhoods most impacted by safety concerns and violence.		<ul style="list-style-type: none"><li>In 2024, the Family Wellbeing supported 713 families and facilitated 101 workshops and engagement events.</li></ul>
	SD (Lead) Community partners	In-progress	Invest in prevention and intervention initiatives that create opportunities for positive development, support stronger family units, and contribute to safer communities.	<ul style="list-style-type: none"><li>Establish and support community-driven models that combat violence among children, youth, and young adults most vulnerable to involvement in crime and violence</li></ul>	<ul style="list-style-type: none"><li>The TO Wards Peace (TWP) Program aims to reduce gun violence in Toronto by coordinating efforts between community groups, health centres, hospitals, and the City. It targets youth aged 12 to 29 who are currently involved in, or at risk of involvement in, violence. Support is provided through Violence Disruption Workers, grassroots organizations, and social service providers.</li><li>Since 2024, the program has enrolled 252 youth, prevented 88 violent incidents, and delivered over 1,200 hours of participant engagement. TO Wards Peace also drives several key initiatives, including:<ul style="list-style-type: none"><li>Peace Project: the project provides funding to anti-violence initiatives led by youth aged 12 to 29.</li><li>Community of Learning and Practice: the initiative offers in-person workshops, training, knowledge-sharing, and online learning to strengthen the capacity of community-based violence intervention, disruption, and prevention efforts.</li><li>MASTER Peace Artist Project: the project offers youth affected by violence a creative platform for expression and healing.</li><li>Community Caregivers Initiative: the initiative invests in community-led supports for parents and caregivers impacted by gun and community violence.</li></ul></li></ul>
<b>Action 5.3</b> Invest in youth outcomes to ensure equitable, positive youth development	SD (Lead) P&R TCHC TPL EDC TESS	In-progress	Implementation of the Youth Outcomes Framework	<ul style="list-style-type: none"><li>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. Develop implementation guide and tools (survey</li></ul>	<ul style="list-style-type: none"><li>In 2021, SD in collaboration with numerous City divisions and agencies that provide youth serving programs developed the Youth Service Inventory and Youth Outcomes Framework (YOF) to improve the monitoring and evaluation of youth programs and services at the City of Toronto. Implementation guides and tools have also been created to guide staff in the creation and application of data collection tools such as surveys.</li></ul>

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Safe TO Action	Institutional Partners*	Status	Description	Key Actions and Deliverables	Progress and Outcomes
				<p>platform) to implement the framework across all youth-serving programs</p> <ul style="list-style-type: none"><li>• Implement staff training for program staff to build data collection and performance measurement capacity</li><li>• Establish a process to analyze and report on the data generated by the Framework at regular intervals</li></ul>	<ul style="list-style-type: none"><li>• The YOF is being applied to all City youth programs through a phased approach. Out of approximately 40 youth programs offered by the City of Toronto, 23 programs from 6 City divisions and agencies have used YOF to evaluate their impact. To date, an impressive 2,811 young people have shared their valuable feedback through surveys, which is being used to improve the quality and reach of City youth programming. Currently,<ul style="list-style-type: none"><li>○ YOF is being used in the City's 2025 Toronto Summer Safety Plan to provide clear, measurable outcomes and indicators to assess the impact of summer programming and,</li><li>○ Youth Service Inventory is being updated and redesigned to make it easier for youth and families to see what youth program and services are available in their community.</li></ul></li><li>• SD administers the Youth Violence Prevention Grant. The grants provide annual funding to community organizations and grassroots partners that offer programs and services for youth and families impacted by violence. Between 2022 and 2024, over \$8 million was made available to community partners, including Indigenous-led and Black-mandated organizations. In 2024, the funding has benefitted 6,200 youth participants through programs and services such as conflict resolution training, employment support and job skills development, peer-to-peer mentorship, culturally relevant counseling, and trauma-informed crisis prevention workshops</li><li>• Youth employment targeting Black and Indigenous youth has been a focus for P&amp;R. Building Skills Through Recreation – Youth Employment Pathways is an employment readiness program that provides youth ages 15-24 across the city of Toronto with various transferable skills and a knowledge base in preparation to obtain, retain and advance in meaningful work. The program focuses on supporting youth with resume writing, job application processes, interviewing and opportunities to gain free pre-employment certifications such as First Aid, National Lifeguard Certification, National Coaching</li></ul>

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					Certification and more. From 2023 to 2024, a total of 2,240 certifications were issued and as a result 394 youth were employed with the City of Toronto.
<b>Action 5.4</b> Increase Equitable Access to Supports for Seniors	N/A	Not started	N/A	N/A	N/A
<b>SafeTO Goal 6: Invest in Neighborhoods</b>					
Develop responsive and accountable place-based approaches to address the social, cultural, physical and economic environments that impact neighbourhoods and public spaces.					
<b>Action 6.1</b> Embed transparent and accountable monitoring and reporting practices into integrated place-based planning	SD (Lead) CMO Other City Divisions and Community Partners as required	In-progress	Equitable service planning across the Downtown East, other Toronto Police Service Divisions and the City of Toronto.	<ul style="list-style-type: none"><li>Engage the Yonge Dundas Leadership table 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 Downtown East, other Toronto Police Service Divisions and the City of Toronto.</li></ul>	<ul style="list-style-type: none"><li>In 2024, the coordination of the Downtown East (DTE) Action Plan transitioned to the Community Safety and Wellbeing section at SD as it aligned with SafeTO: Toronto's 10-Year Community Safety and Well-Being Plan. The DTE Action Plan established effective cross-sectoral communication and collaboration mechanisms such as the DTE Action Plan Leadership Table and the Yonge Dundas Safety Network which includes participation of members from 51 and 52 Division.</li><li>Since the first five-year plan (2020-2024) was launched, SD engaged DTE Action Plan stakeholders to respond to complex issues in the Yonge Dundas area and broader displacement of issues across the Downtown East, in collaboration with TPS.</li></ul>
	SD (Lead)	In-Progress	Increasing local community organizations' resources to build community-based asset maps and engage in knowledge mobilization.	<ul style="list-style-type: none"><li>Support community-led mapping and data visualization projects to strengthen violence prevention efforts in designated SafeTO Zones.</li></ul>	<ul style="list-style-type: none"><li>In 2024, SD through the Mapping Prevention Grant provided \$330,000 to the following three not-for-profit organization to lead community led mapping and data visualization projects with residents and local grassroots organizations:<ul style="list-style-type: none"><li>Scarborough Centre for Healthy Communities</li><li>Jane and Finch Centre</li><li>Albion Neighbourhood Services</li></ul></li></ul>
<b>Action 6.2:</b> Add safer and culturally-accessible spaces and advance	P&R IAO	In-Progress	Increasing Indigenous communities' access to and use of natural areas of historical,	<ul style="list-style-type: none"><li>Engage Indigenous expertise in the planning, design and construction of new parks, trails, facilities and amenities</li></ul>	<ul style="list-style-type: none"><li>Parks and Recreation's (P&amp;R) Indigenous placemaking work is anchored in the City's Indigenous Placekeeping Framework, which includes commemoration (places,</li></ul>

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Safe TO Action	Institutional Partners*	Status	Description	Key Actions and Deliverables	Progress and Outcomes
Indigenous place-making	Indigenous community leaders		cultural and spiritual importance in Parks & Recreation spaces	<p>and facilitating Indigenous access to space in community recreation facilities</p> <ul style="list-style-type: none"><li>• Advance capital projects priorities in consultation with Indigenous communities</li></ul>	<p>names and art), access to space (land and waters) and engagement.</p> <ul style="list-style-type: none"><li>• P&amp;R engages Indigenous communities using a variety of engagement approaches such as:<ul style="list-style-type: none"><li>○ Indigenous Advisory Circles</li><li>○ Engaging with Treaty Partners</li><li>○ Indigenous Sharing Circles</li><li>○ Workshop meetings for unique strategies/studies</li></ul></li><li>• Since 2022, P&amp;R has engaged Indigenous communities on many key projects and strategic initiatives, including:<ul style="list-style-type: none"><li>○ Parkland Strategy (in progress);</li><li>○ P&amp;R Recreation Facilities Plan (in progress);</li><li>○ Biidaasige Park (in progress);</li><li>○ Centennial Park Master Plan (in progress);</li><li>○ Toronto Island Park Master Plan (in progress);</li><li>○ Wabash Community Centre (in progress);</li><li>○ Wonscotonach Master Plan;</li><li>○ Toronto Island Park Master Plan (through the Toronto Island Indigenous Place-Keeping / Making Strategy);</li><li>○ Ethennonnhawahstihnen' Community Recreation Centre;</li><li>○ Paul Martel Park;</li><li>○ Kidstown Water Park;</li><li>○ Dr. Lillian McGregor Park;</li><li>○ 229 Richmond Street Park;</li><li>○ Ookwemin Minising and Biidaasige Park</li><li>○ Moccasin Identifier Project (Forks of the Don)</li></ul></li><li>• Expansion of access to P&amp;R recreation facilities and programming can take on many forms, including providing free or lower cost use of space, enhanced priority access to programming, the development of procedures to facilitate cultural activities (e.g. smudging). Since 2022, P&amp;R has collaborated across the City to expand Indigenous peoples access to 5 community recreation facilities.</li></ul>
Action 6.3	SD (Lead) EDC	In-progress	Partner with the business community to	<ul style="list-style-type: none"><li>• Establish strategic partnerships with Business Improvement Areas to</li></ul>	<ul style="list-style-type: none"><li>• The City launched the SafeTO BIA in 2023 in collaboration with the Downtown Yonge BIA and an</li></ul>

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Implement place-based economic empowerment and development approaches	Community Partners		explore the linkage between community safety and well-being and economic development	<div>address community safety and well-being challenges</div> <ul style="list-style-type: none"><li>• Create collaborative structures for knowledge sharing between business communities, City staff, and local community partners</li><li>• Develop and implement community-focused safety initiatives and placemaking projects</li><li>• Support inclusive economic development through neighborhood planning and commercial space preservation</li><li>• Enhance the night economy through coordinated safety planning and resource development for businesses</li></ul>	<div>advisory of 10 BIAs to better understand and respond to the challenges facing local businesses related to community safety and wellbeing. The pilot:</div> <ul style="list-style-type: none"><li>○ Embedded a dedicated staff in the City’s VPTO to work on business safety and wellbeing alongside City staff and other institutional partners</li><li>○ Organized 2 summits in 2024 and 2025 to support relationship building, strategic planning and identify opportunities to build 16 safety and well-being pilots with BIAs across the City.</li><li>• The Business Improvement Area (BIA) unit within EDC continues to support BIAs to implement public realm investments including streetscape improvements, commissioned murals and commercial facade upgrades.</li><li>• In 2024, Community Development Plans were implemented alongside Secondary Plans in Jane Finch and Downsview to maintain/expand commercial spaces and opportunities for local entrepreneurs.</li><li>• The Good Neighbour Guide for Late Night Businesses was developed in 2024 to provide resources on community safety, mental health crisis responses, and violence prevention initiatives.</li></ul>
<b>Action 6.4</b> Enhance Local Cultural Development	N/A	Not Started	N/A	N/A	N/A
<div><b>SafeTO Goal 7: Drive Collaboration and Accountability</b></div> <div>Reimagine core elements of community safety and wellbeing to build the necessary structure to use multi-sector data, evidence and lived experience to respond to immediate need, enhance collaboration, inform service planning, advance policing and law enforcement reform, and integrate investments.</div>					
<b>Action 7.1</b> Develop a comprehensive strategy to share, integrate and analyze data across multiple institutions for the purpose of informing	SD (Lead) TPS (Lead) TPH PE TSD CMO Clerks SPEC	In Progress	Establish the SafeTO Collaborative Analytics and Learning Environment (SCALE) to support the use of data in SafeTO operations and planning. Develop and	<ul style="list-style-type: none"><li>• Improve the quality of data collaboration and coordination across SafeTO partners</li><li>• Embed an ethical human rights approach to the collection, analysis and use of a data</li></ul>	<ul style="list-style-type: none"><li>• The SafeTO Collaborative Analytics and Learning Environment (SCALE) was established in 2022 as a multi-sectoral data and education resource to facilitate interdisciplinary analysis and reporting on the determinants of community safety and well-being.” Since 2022, SCALE:<ul style="list-style-type: none"><li>○ Established the SCALE Multisector Research Working Group, which improved data sharing,</li></ul></li></ul>

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real-time policy development and service planning	Other City Divisions and Community Partners as required		Implement Data Strategy grounded in data for equity and data for action principles	<ul style="list-style-type: none"><li>• Improve the capacity of community-based SafeTO partners to engage in advanced analytics</li><li>• Design and test approaches to apply advanced analytics in support of SafeTO objectives</li><li>• Improve situational awareness and systems understanding of community safety and wellbeing in Toronto</li></ul>	<p>coordination of research initiatives and improved communication across research teams. Participants in the Working Group include: City of Toronto, Toronto Public Health, Toronto Police Service, Toronto District School Board, Toronto Community Housing and Toronto Transit Commission.</p> <ul style="list-style-type: none"><li>○ Piloted the implementation of the Engagement, Governance, Access and Protection data governance framework in 2022 to improve trust between community and the City when delivering violence disruption programming.</li><li>○ Advanced integrated data analysis and data linkage research partnerships with the Population Health Analytics Lab at the Dalla Lana School of Public Health, the Centre for Research and Innovation for Black Survivors of Homicide Victims at the Factor-Inwentash Faculty of Social Work at the University of Toronto, the Canadian Centre for Safer Communities, and Statistics Canada.</li><li>○ Improved availability of data to support SafeTO actions by collecting and disseminating strategic data products, including quarterly data briefers to inform community safety and wellbeing initiatives, and the SafeTO and Community Safety on Transit Dashboards.</li></ul>
<b>Action 7.2:</b> Advancing policing and law enforcement reform	SD (Lead) HS/TSSS TCHC	In-progress	Conduct a review of the Toronto Community Housing Corporation's Community Safety Unit	<ul style="list-style-type: none"><li>• 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</li><li>• Conduct data, financial and operational analysis</li><li>• Facilitate community consultation</li></ul>	<ul style="list-style-type: none"><li>• In 2023 SD started a review of the Community Safety Unit (CSU) at Toronto Community Housing (TCH), including the unit's operations, approaches and growth paths, and developed recommendations to support the CSU's alignment with the City of Toronto's and TCH's new and expanding commitments to community safety and well-being. The review included:<ul style="list-style-type: none"><li>○ interviews and focus group discussions with key informants, including 177 tenants, 150 Toronto Community Housing Corporation staff, 30 community partners, 8 Toronto police Service members and 7 issue experts,</li></ul></li></ul>



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				<ul style="list-style-type: none"><li>Identify recommendations on proposed methods of delivering community safety programming</li></ul>	<ul style="list-style-type: none"><li>engagement with tenants from population-specific groups such as youth, seniors, Black-identifying residents, women, 2SLGBTQ+ tenants, and residents with disabilities, and</li><li>an in-depth analysis of 240 TCHC documents to inform the report, including meeting minutes, surveys, and policies.</li><li>The City of Toronto officially submitted the CSU Review Report to the TCHC Executive Leadership Team for information and future action in 2025.</li></ul>
<b>Action 7.3:</b> Strengthen multi-sector collaboration through partnership and investment	SD (Lead) P&E	In-progress	Develop a CSWB section in SD with capacity for Integrated multi-sector offices	<ul style="list-style-type: none"><li>Develop a new section within the SD section to lead the implementation of SafeTO.</li><li>Amalgamate relevant CSWB programming under the oversight of a newly created Director that reports to the Executive Director of SD.</li><li>Secure appropriate staffing resources to coordinate the implementation of SafeTO Year 1 priorities.</li></ul>	<ul style="list-style-type: none"><li>To ensure alignment between existing community safety and wellbeing programs at SD and the stewardship of SafeTO, SD created the Community Safety &amp; Well-being Section in 2023. The section amalgamated community safety and well-being programs under a Director and Associate Director who oversee 6 programmatic areas with focused management and program implementation structures. The creation of the section creates a concentrated focus on advancing community safety in Toronto.</li><li>A fulltime TTC staff has also been embedded in VPTO to enhance collaboration between the City and multi-sector partners. The embedded TTC staff works to improve community safety on transit and enhance data collection and integration.</li></ul>
	SD (Lead) P&E CMO	In-progress	Implement a governance structure for SafeTO comprised of system leaders and equity deserving groups	<ul style="list-style-type: none"><li>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</li></ul>	<p>The following advisory structures have been established to support the implementation of SafeTO:</p> <ul style="list-style-type: none"><li>VPTO – Executive Leadership Table: Strategic decision-making body that brings together senior leaders from key institutional partners to mobilize multi-sector gun violence reduction plans, align investments, and address challenges related to cross-sector collaboration on violence reduction initiatives.</li><li>VPTO – Steering Committee: Consists of managers and directors across institutions, provincial ministries and community partners who mobilize violence</li></ul>

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					<p>prevention, intervention, response and recovery resources and expertise.</p> <ul style="list-style-type: none"><li>○ VPTO – Parent and Caregiver Network: Resident and community members who work together to develop events and initiatives that bring parents together across the City and provide advice on the implementation of SafeTO</li><li>○ CCRP – Safety Networks: 15 Safety Networks that consist of residents and service provides who provide direct input into the implementation of the CCRP and SafeTO</li><li>○ CCRP – Lived Experience Advisory: Consists of young people who have lived experience with gun and gang violence that provide input to inform the operations of the CCRP.</li><li>○ TO Wards Peace – Elders Initiative: Consists of elders from the Black Community who advise on the program's implementation and support with inter-generational learnings and interventions</li><li>○ FOCUS Toronto Steering Committee: Senior leadership from the City, UWGT, and TPS with decision-making authority to provide strategic oversight of the operations.</li></ul>
	CMO (Lead) SD Other Divisions as required	In-Progress	Implement an Intergovernmental Strategy that advances the City's renewed intergovernmental strategy to drive collaboration and accountability	<ul style="list-style-type: none"><li>• 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</li><li>• Enable and build long-term, durable outcomes through partnerships.</li><li>• Identify opportunities across government to better coordinate and align existing investments to drive effectiveness and cost-effective outcomes.</li></ul>	<ul style="list-style-type: none"><li>• City staff advocated for SafeTO priorities as part of the City's broader intergovernmental initiatives, including the Ontario-Toronto New Deal, in meetings with federal and provincial officials, and as a member of intergovernmental forums, including the Federation of Canadian Municipalities and Ontario's Big City Mayors.</li><li>• City staff ensured SafeTO priorities were considered in the development of the City's intergovernmental advocacy activities, including pre-budget and election advocacy</li><li>• In passing the SafeTO Implementation Plan, Council requested the Province and Federal governments to financially support the implementation of SafeTO Actions and align its related investments in Toronto in a manner which advances SafeTO goals. The Plan informs all City</li></ul>

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				<ul style="list-style-type: none"><li>Identify with government partners new and accelerated investment opportunities aimed at advancing SafeTO goals and actions.</li></ul>	<p>requests for funding and supports from other governments.</p> <ul style="list-style-type: none"><li>Council requested specific Provincial and Federal ministries to collaborate and directly partner with the City and other partners to establish and implement the Community Crisis Support Service pilots, the multi-sector Toronto Office to Prevent Gun Violence, and the Multi-sector Data Centre. In 2023 the Federal government committed \$12.3 million over 3 years through the Building Safer Communities Fund to address gun violence. This funding has helped to support the City's Violence Prevention Toronto Office programs.</li><li>In 2022, City Council also reiterated its request to the Province to provide funding to support the continued operation of the Sunnybrook Breaking the Cycle of Violence with Empathy Program, the creation of a St. Michael's Hospital violence intervention program. To date, the Province has yet to respond to this request.</li><li>Under the New Deal with the Province, \$98.1M was made available for increasing presence of police, security officers and/or related positions on transit vehicles and in station areas. With these funds, the TTC has to date:<ul style="list-style-type: none"><li>Increased high-visibility presence across the network with an additional 161 customer-facing personnel hired at the end of 2023 and deployed in 2024 (130 Customer Service Agents, 30 Supervisors, and 1 Slip Clerk)</li><li>Maintained the 50 Security Guards as well as continuing to increase the number of TTC Special Constables by 25. An additional 2 Special Constable Supervisors were also hired</li><li>Maintained 6 Transit Control Dispatchers in the Transit Control Centre to provide dedicated 24/7 coverage of the Security Desk and co-ordinate deployment and incident response</li></ul></li><li>On March 28, 2025, the Province announced it would provide the City with up to \$6.31M a year for three years</li></ul>

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					<p>to operate the new Downtown Homelessness and Addiction Recovery Treatment (HART) Hub. Negotiations are ongoing with regard to additional funding.</p> <ul style="list-style-type: none"><li>• In July 2024, the Mayor hosted a roundtable on youth violence to promote a partnership approach to addressing the issue. Provincial and federal officials participated, along with youth community leaders and service delivery agencies, City staff and the Chief of TPS. The discussions focused on coordinating efforts and resources on meaningful solutions.</li></ul>
<b>Action 7.4:</b> Develop and implement robust communication approaches to advance SafeTO goals	SPEC (Lead) SD Other Divisions as required	Complete	Develop a cross-sectoral communication plan that outlines necessary collection processes and information flow	<ul style="list-style-type: none"><li>• Develop an internal cross-divisional communication plan that outlines necessary collection processes and information flow.</li><li>• Develop a robust communication plan that educates the public on the evolution of our approach to Community Safety &amp; Well-being.</li><li>• Define delivery platforms for communication.</li><li>• Develop joint messaging to multiple audiences with partners.</li><li>• Develop an approach for engagement, local content development and storytelling.</li></ul>	<ul style="list-style-type: none"><li>• In partnership with SD, Strategic Public &amp; Employee Communications (SPEC) developed a communication plan with key messaging to educate the public on SafeTO.</li><li>• SPEC has developed and is currently implementing a communication plan to continue raising awareness of TCCS as the fourth emergency service with an ‘always on’ campaign using a variety of delivery platforms and tactics.</li><li>• The Make the Right Call public education campaign developed with Toronto Police, TPS, TFS and TCCS to raise awareness on who to call depending on the situation had high engagement in 2024. This campaign is scheduled to be in market this June/July as well, with multi-divisional support.</li></ul>