



PUBLIC REPORT

September 5, 2024

To: Chair and Members
Toronto Police Service Board

From: Dubi Kanengisser
Executive Director

Subject: **2025-2028 Strategic Plan Update**

Purpose: Information Purposes Only Seeking Decision

Recommendation(s):

It is recommended that the Toronto Police Service Board (Board) direct the Executive Director to continue the strategic planning and engagement process as proposed, based on the proposed draft strategic themes.

Financial Implications:

There are no financial implications arising from the recommendation contained in this report.

Summary:

This report provides an update on the development of the Toronto Police Service Board's (Board) 2025–2028 Strategic Plan (Strategic Plan), including the proposed planning and engagement approach, developed in compliance with the [Community Safety and Policing Act, 2019](#) (Act) and the Board's [Strategic Plan Policy](#).

Discussion:

Background

The Act came into effect on April 1, 2024 and replaces the *Police Services Act*. The Act, as reflected in the Board's Strategic Plan Policy, requires that the Board prepare and adopt a strategic plan for the provision of policing in Toronto, which will be reviewed, and if appropriate, revised, at least once every four years. The strategic plan must address at minimum: how the Board will ensure adequate and effective policing; the objectives, priorities, and core functions for the Toronto Police Service (Service); and quantitative and qualitative performance measures. In preparing or revising the strategic plan, the Board must consult the Chief of Police, Toronto City Council, groups representing the

diverse communities of Toronto, school boards, community organizations, businesses, and members of the public in Toronto.

Decision History

The proposed strategic planning process builds on a solid foundation of previous work and decision-making by the Board and the Service that emphasize accountability, transparency, and a commitment to equity, diversity, and inclusion. Key reports include:

- Report from the Chief of Police, [The Way Forward – The Transformational Task Force’s Final Report](#) (January 26, 2017), which established the initial framework for transformational change in the Service;
- Report from the Toronto Police Services Board, [Police Reform in Toronto: Systemic Racism, Alternative Community Safety and Crisis Response Models and Building New Confidence in Public Safety](#) (August 18, 2020), which included 81 recommendations to address systemic racism and explored alternative community safety models;
- Report from the Chief of Police, [Missing and Missed - The Report of the Independent Civilian Review: Implementation Update](#) (December 13, 2021), which focused on enhancing police response to missing persons investigations;
- Report from the Auditor General, [Toronto Police Service - Audit of 9-1-1 Public Safety Answering Point Operations Better Support for Staff, Improved Information Management and Outcomes](#) (June 14, 2022), which highlighted the need for improved staff support, information management, and infrastructure and technology;
- Report from the Toronto Police Services Board, [An Update on Building a Respectful and Inclusive Workplace: Deloitte Canada Report, Forum Research Survey, and Bernardi White Paper](#) (June 22, 2022), which highlighted the need to create a culture of belonging, mutual respect, and equity across all levels of the Toronto Police Service; and
- Report from Toronto Police Service Board, [2023 Annual Report](#) (July 31, 2024), which is the first annual report per the requirements of the Act.

Together, these foundational reports have informed development of the strategic planning process, ensuring that Board and the Service’s past learnings and future aspirations are incorporated.

Guiding Principles

The proposed strategic planning process has been informed by key guiding principles:

- *Human rights and equity centred*: Using best practice anti-racist and anti-oppression approaches to respond to community needs;
- *Upstream approaches to community safety and well-being*: Integrating a social determinants lens to address the root causes of crime through governance, policy, and partnerships;
- *Evidence-based*: Using data and information from a variety of sources, including community feedback to promote continuous improvement; and
- *Transparency and Accountability*: Ensure the public, communities, and relevant stakeholders can meaningfully participate in decision-making, and publicly measure and report on progress.

Strategic Planning Process

The proposed strategic planning process is designed to be iterative, collaborative, and data-driven. The following phased approach will be undertaken to ensure comprehensive engagement:

Phase 1: Initial Consultations and Analysis (Q1 2023 – Q2 2024)

In anticipation of the *Act* coming into force, Board Office staff conducted an initial phase of engagement, soliciting feedback to develop a draft vision and themes. External engagement included a public survey (93 respondents), 10 focus groups attended by 73 community members and justice partners, input from the Toronto District School Board and Toronto Catholic School Board, and engagement of City Councillors (two respondents). Internal engagement included discussion with the Service's Command Team, 77 members across senior officers, front-line staff, and civilian personnel, and a member survey. Findings from the initial consultations were analyzed and used to develop the draft vision and themes included in this report.

Phase 2: Engagement and Analysis (Q3-Q4 2024)

Building on the work in Phase 1, Board Office staff will conduct additional engagement through a public survey, re-engagement with communities and City Councillors, and discussions with the Service. Engagement findings will be analyzed to validate and refine the draft vision, priorities, and actions. Comprehensive research and analysis will also be conducted, including literature reviews, a jurisdictional scan, and data analysis of various sources such as the most recent cycles of three annual surveys conducted by the Service: Community, Community Agency, and Service Members. It is anticipated that a public report with strategic priorities and actions will be presented to the Board in January 2025 for approval.

Phase 3: Co-design of Key Performance Measures and Monitoring Plan (Q1 2025)

Pending Board approval of the strategic priorities and actions developed in Phase 2, the final phase will include targeted engagement across the Service to develop key performance indicators (KPIs) and measures, and a monitoring plan. This phase of work will ensure robust evaluation and accountability mechanisms. There will also be opportunities for further engagement to ensure stakeholder and community feedback are adequately reflected in the Strategic Plan. A final report to the Board on the Strategic Plan is anticipated in the second quarter of 2025, with benchmarking against KPIs to be reported with the Board's 2024 Annual Report, scheduled for June 2025.

Draft Vision and Strategic Themes

Based on the work to date, the draft vision for the 2025-2028 Strategic Plan is to **"Be a Trusted Partner to Improve Community Safety and Well-being for All Toronto Communities."** This vision underscores the Board and Service's commitment to being a trusted and collaborative partner in fostering safe and thriving communities across Toronto, through equitable and responsive policing. This draft vision, along with the following draft themes, will be validated and refined through the next iteration of engagement. The draft actions below are preliminary examples to illustrate possible actions that will fall under each of the draft strategic themes.

1. Board Governance and Accountability

An overarching framework that ensures all actions align with the Act and the guiding principles of transparency, accountability, human rights and equity centred, fiscally responsible, and ensuring the use of upstream and evidence-based approaches.

- Promote inclusivity, equity, and fairness in all decisions
- Create evidence-based and effective policies
- Improve how we measure, track, and publicly share data and information
- Effectively engage with Toronto's diverse communities
- Ensure responsible financial management
- Equip Board Members with the best knowledge
- Manage risks proactively
- Work closely with independent oversight bodies

2. Accelerating Police Reform

A continuation of the work that is essential for building public trust and ensuring accountability through transparent, equitable, and community-centered policing practices.

- Promote inclusivity, equity, and fairness in all practices
- Increase transparency and accountability
- Support non-police responses for people in crisis
- Work with communities to create better services
- Build stronger community relationships through neighbourhood policing
- Improve training for all Service Members
- Update technology and infrastructure
- Continuously innovate and improve services

3. Safer Communities

Promoting proactive and responsive measures to reduce crime and enhance the sense of safety across all neighbourhoods.

- Implement evidence-based approaches to crime prevention and response
- Promote community-led crime prevention initiatives
- Improve service efficiency and effectiveness
- Improve road safety
- Enhance emergency preparedness
- Ensure the right level of police presence
- Work together for community safety

4. Investing in Our People

Committing to the development, well-being, and diversity of police personnel to deliver high quality, community-focused policing.

- Promote positive change and continuous improvement across the Service through human resource management initiatives
- Build a respectful, inclusive, and equitable workplace

- Support wellness for all members
- Plan for future hiring needs
- Ensure fair hiring and promotion practices
- Develop future leaders
- Strengthen skills development for all Service Members

5. Collaborative Partnerships

Strengthening relationships with community organizations, government agencies, and local stakeholders to improve public safety and community well-being.

- Actively participate in City-wide community safety initiatives
- Build strong partnerships to advance community safety and share the results
- Maintain and develop partnerships to support victims of crime

Next Steps

- *January 2025*: Presentation of final strategic priorities and actions to the Board for consideration and approval.
- *June 2025*: Presentation of the final 2025-2028 Strategic Plan to the Board for consideration. The Strategic Plan will be accompanied by the 202 Annual Report, which will include a current state assessment and benchmarks to measure impact.

Conclusion

Therefore, it is recommended that the Board endorse the proposed strategic planning process and planning activities as outlined in this report. This endorsement will support the development of the 2025–2028 Strategic Plan - a comprehensive, community-driven plan that aligns with the requirements of the *Act* and the Board’s Strategic Plan Policy.

Respectfully submitted,

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Contact

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Attachments:

Attachment 1: 2025–2028 Strategic Plan Update Presentation